

**GUIDELINES**  
**FOR**  
**PROJECT EXECUTION/PUBLIC PROCUREMENT OF DEVELOPMENT WORKS**  
  
**UNDER**  
**SWISS CHALLENGE METHOD**  
2016  
**GOVERNMENT OF HARYANA**

(as approved by State Cabinet on 22.08.2016)

**Table of contents**

	Particulars	Page No.
	Preface	4
1.0	What is the Swiss Challenge Method ?	4
2.0	Objectives of the Swiss Challenge Method	4
3.0	Advantages of the Swiss Challenge Method	4
4.0	Definitions	4-5
5.0	Eligible Sectors	5-6
6.0	List of Proposals / Project which shall not be acceptable under the Swiss Challenge Method	6
7.0	Comprehensive Procedure to be followed	6-10
8.0	Time frame for the total process	10
9.0	Qualification criteria for the project proponent	10-11
10.0	Power to call off the project	11
11.0	Institutional Framework	11-12
12	Oversight Committee	12
Annexure – A	Certificate provided by Project Proponent accepting SCM	13
Annexure – B	Details of Proposal being submitted by the Project Proponent under the Swiss Challenge Method	14-16
Annexure – C	Content of pre-feasibility study report	17
Annexure – D	Examination of proposal by the Authority	18-19
Annexure – E	Memorandum to SLEC for approval for permission to proceed (Hard Copy and Soft Copy)	20-21
Appendix E-1	Check List for submission of documents to SLEC	22
Appendix E-2	"Permission to Proceed" accorded by SLEC	23
Annexure F	Format for submission of detailed proposal by Project Proponent	24-25
Annexure G	Content of Detailed Project Report	26-27
Annexure H	Project Financial Summary	28
Annexure I	Check List for submission of documents	29
Annexure J	Examination of Detailed Proposal by the Authority	30
Annexure K	Format for submission of detailed proposal by the Authority to SLEC	31-32

Appendix K-1	Project Financial Details	33
Appendix K-2	Check list for submission of documents to SLEC	34

## **Preface:**

There is a need to provide rapid development of infrastructure and social sector projects in the state and attract private and public sector participation in the planning, designing, financing, construction, operation and maintenance of projects.

Hence, it is important to evolve newer and better techniques to meet the demands of changing times and needs. In a developing state like Haryana, where infrastructural development is of paramount significance, an initiative by private players for new unidentified projects might prove very helpful in achieving the objective.

With a view to present the bankable projects to private & public sector and for improving the level of infrastructure in the state and for matters connected therein or incidental thereto, the Government of Haryana has proposed to adopt the Swiss Challenge Method for project execution/procurement for development works towards private and public sector participation.

### **1.0 What is the Swiss Challenge Method of Procurement?**

As the name itself suggests, the Swiss Challenge Method is a new bidding process to help private sector initiative in spotting public need projects. It's an offer made by the original proponent to the Government ensuring his process to be the best (in terms of cost and time effectiveness) by his initiative as a result of his own approach or on the demand of the Government to perform a certain task.

The Swiss Challenge system further allows third parties to make better offers (challenges) for a project during a designated period with a simple objective of discouraging frivolous projects or to avoid exaggerated project development costs in a transparent manner. Then accordingly, the original proponent gets the right to counter-match any superior offers given by the third party.

### **2.0 Objectives of the Swiss Challenge Method (SCM)**

- i. Initiation in spotting an unidentified need and providing solutions for the same.
- ii. To bring in new technology, finance & expertise in execution among others.
- iii. To provide financially sustainable unique solutions.
- iv. To augment public private partnerships in sectors/projects which are not covered under the current PPP framework.

### **3.0 The advantages / benefits of Swiss Challenge Method**

- i. Certainty of success under this methodology is high as at least one willing private partner is available right from the beginning.
- ii. The project proponent does a detailed feasibility & financial analysis of the project resulting in better project structuring. The initial structuring by the project proponent brings in efficiency and better understanding of financial implications resulting in development of an economically sustainable model.
- iii. The identification of timelines, identification of risks and their allocation alongwith transparent bidding criteria becomes easier for the Authority as the project preparation is done in a more professional manner.
- iv. Benchmarking of project costs, revenues and returns through undertaking necessary technical and financial studies before the bidding stage.
- v. Time and cost saving on pre-project activities and feasibility studies whereas in other methodologies these studies have to be conducted in advance by the Authority.

### **4.0 Definitions:**

1. **State Level Empowered Committee (SLEC):** The State Level Empowered Committee, under the chairmanship of the Chief Secretary and is constituted by the State Government for

consideration/examination/approval of the projects, as received under the Swiss Challenge Method Guidelines.

2. **Project proponent:** A Project Proponent is a legal entity or a person who submits a proposal under the Swiss Challenge Method.

3. **Eligible Sectors:** The Sectors, mentioned in Clause 5.0 of these Guidelines, in which the project proposals can be accepted under the Swiss Challenge method.

4. **Authority:** Authority means any Administrative Department, Board, Corporation, and Agency of the Government of Haryana.

5. **Prospective Bidder / Interested Bidder:** A prospective bidder is a respondent to the bids other than project proponent.

6. **Earnest Security:** The amount of security provided by the project proponent to the Authority as a token of sincerity and good faith, as determined in Clause 7.10 of these guidelines.

7. **Transaction Advisor (TA):** The advisor for the project, offering technical, financial and legal advice and assisting the Authority in finalization of the successful bidder. The TA shall be appointed for all PPP projects.

#### 5.0 **Eligible sectors:**

- i. Infrastructure projects.
- ii. Agriculture, Horticulture, allied sector & post-harvest management Agri-infrastructure {Agriculture and horticulture Markets; Floriculture parks and markets; Agro-food processing and allied infrastructure (including common-user cold storage facilities)}.
- iii. Transportation & Logistics {Roads (including bridges, highways, interchanges, and flyovers), Public Transport, Railway systems, Urban transport system: MRTS, LRTS, Monorail, High-capacity bus systems, Airports and airstrips, Inland Water transport, Bus/ Truck/Urban Transport Terminals and associated public facilities such as Public Amenities Centers}.
- iv. Warehousing infrastructure (including container freight stations, container depots, cold storage facilities and tank farms).
- v. Mechanized and Multistory Parking facilities.
- vi. Urban and Municipal Infrastructure (Sanitation, Water Supply and Sewerage; Desalination; Underground drainage; Solid waste/ Bio-medical waste / Hazardous waste; Collection, transportation, treatment and disposal facilities).
- vii. Education, Technical Education and Skill development etc.
- viii. Gas distribution network.
- ix. Medical and Health Sector.
- x. Housing Sector & Environment.
- xi. Information Technology.
- xii. Water Body Eco-system Management.
- xiii. Industrial infrastructure including IMTs, integrated industrial park, industrial Estates, SEZs, Industrial Township.
- xiv. Land Reclamation.
- xv. New & Renewable Energy (solar, wind, hydel etc.).
- xvi. Power sector.
- xvii. Public Buildings, Markets, gardens, parks.
- xviii. Sports and Recreation infrastructure.
- xix. Trade Fair, Convention, Exhibition and Cultural Centers.
- xx. Tourism/Entertainment Infrastructure.

- xxi. Water Supply Projects (for Industrial Estates) HSIIDC.
- xxii. Up-gradation and restructuring of any of the projects in above sectors.
- xxiii. Any project in public-private partnership that the State Government may find beneficial.
- xxiv. Any proposal for the partial or complete disinvestment of a state public sector undertaking.
- xxv. Any project which is a combination of above mentioned sectors.
- xxvi. A project which is innovative or involves proprietary technology or franchise which is exclusively available with the person globally.
- xxvii. A project wherein competitive public bidding has failed to select a developer.
- xxviii. A project to provide social services to the people including community services and public utilities.
- xxix. An infrastructure project which is an essential link for another bigger infrastructure project owned or operated by the same person.
- xxx. On recommendations, with appropriate justifications, of the Authority for inclusion of any new sector, SLEC may recommend any new sector for inclusion of the same to the State Government. Any new sector can be added to the list of “eligible sectors” of these guidelines, only after the consent of the State Government on the recommendations of the SLEC.

**6.0 List of Proposals / Projects, which shall not be acceptable under Swiss Challenge Method for non PPP projects:**

- i. Proposals which contravene the provisions of any law that is in force;
- ii. Projects having capital investment of below Rs.100.00 crores. However, the proposals having capital investment of less than Rs.100.00 crores shall be referred to the SLEC for approval and upon approval of the same, the Administrative Department/Boards /Corporation/ Agencies of the Government shall evaluate the project proposal as per provisions of the policy.
- iii. Proposals/projects in a sector not covered in the list of eligible sector in para 5.0 above.

**7.0 Comprehensive procedure to be followed:**

- 7.1 (i) Under Swiss Challenge Method of procurement, a Project Proponent, by itself/himself/herself or through its/his/her authorized representative, shall submit an application (**Annexure A**) along with details in a format as prescribed (**Annexure B**) and with a Pre- Feasibility Report as per content prescribed in format (**Annexure C**), to the Authority concerned.
- (ii) In case if any, feasibility report/DPR is available, that can also be enclosed at this stage. In such case the pre-feasibility report shall be examined first for according ‘permission to proceed’. Upon grant of permission to proceed, the DPR already available shall be examined after receipt of earnest money as per the procedure prescribed hereinafter.

**7.2.1 The Authority shall scrutinize the proposal on the following grounds:**

- a. Whether the project falls into the purview of its development plans;
- b. Whether "Public Need" is established;
- c. Whether the proposal prima facie addresses the public need and the requirements / conditionality.

**7.2.2** If the Authority finds that the proposal received under Swiss Challenge Method has no uniqueness and is similar to the procurement of goods/works/services, which is already being done under conventional method, it shall reject such a proposal. If the Authority considers that a proposal received is appropriate to be taken under Swiss Challenge Method, despite its being similar to the procurement being done under conventional methods, then it would record reasons in writing for accepting it under Swiss Challenge.

**7.3** The Authority shall examine and finalize its comments (**Annexure D**) regarding the proposal submitted by project proponent and if it is satisfied with the conditionality in para 7.2, it shall submit its recommendations, in (**Annexure E**), to the State Level Empowered Committee (SLEC) headed by the Chief Secretary, Haryana, for according the ‘**permission to proceed**’. This shall also be accompanied by a check list of the documents, as prescribed in **Appendix E-1**. The SLEC, after necessary examination, may accord the '**permission to proceed**'

with or without modifications. Accordingly, the consent of the SLEC shall be conveyed by the Chief Secretary to the Authority concerned in the format as prescribed in **Appendix E-2**.

- 7.4** After obtaining permission to proceed from SLEC, a letter shall be issued by the Authority to the Project Proponent allowing a period of 30 days, for undertaking detailed studies (including preparation of Detailed Project Report [DPR]) required for bidding and submit the detailed & comprehensive proposal. The Authority can, in exceptional circumstances, extend this time limit, on a written request by the Proponent with reasons for the extension to be recorded in writing, at the time of extension upto a maximum period of 30 days. If the proponent fails to submit the Detailed Proposal/DPR during the extended time limit, the Authority may at its discretion exercise the option to develop the project on its own, if it is feasible legally and otherwise, through its agencies or through any third party, without the Project Proponent having any claims. In such an eventuality the Authority shall duly intimate the project proponent and allow the Project Proponent a reasonable opportunity to participate in the bidding.
- 7.5** In case, the Authority is satisfied with the Detailed Project Report submitted by the project proponent, the Department may float Tender by way of international competitive bidding for receiving better bids online (reserve price being fixed @ offered by the proponent) by releasing advertisement in atleast 2 Business Newspapers of repute for execution of project.
- 7.6** In case the Authority gets a better offer in the Tender than that given by the proponent, the proponent of the project shall be given an offer to match the highest bid /offer received in the Global Tender provided all the conditions detailed in the Global Tender are acceptable to the proponent. In case the proponent is not interested in matching the offer received through Global Tenders, the first right of refusal shall still vest with the proponent and in the event of his refusing to match the Global Tender Offer, the Authority shall have the right to allocate the project to the highest bidder/tenderer who succeeds in the Global Tender. In case no response is received to the bid document, the Authority may accept the offer of the Project Proponent after getting approval of the Competent Authority.

**7.7 Preparation and submission of detailed proposal:**

Project Proponent shall submit a detailed proposal, in the prescribed format (**Annexure F**) within time period as mentioned in para 7.4 containing the Detailed Project Report.

The DPR would establish:

- a. Project's capital expenditure and financing plan
- b. Operational expenditure and Revenues
- c. Support sought from Government, if any (specify services and the Department(s) concerned)
- d. Utility relocation plan
- e. Environmental Impact Assessment
- f. Social Impact Assessment

- 7.8** The detailed proposal to be submitted by the project proponent to the Authority concerned should contain the following documents:
- i. Detailed Project Report (contents as per **Annexure G**)
  - ii. Earnest Security, as per Clause 7.10
  - iii. Bid Value/Financial Proposal – IRR etc. (with details and supporting documents, wherever necessary)
  - iv. Project Financial Summary (as per **Annexure H**)
  - v. Check list for submission of documents (as per **Annexure I**)

The Authority may carry out additional studies for independently determining the project cost, project revenues, viability and risk analysis etc. to ensure proper benchmarking.

7.9 The project proponent would submit the DPR in two covers. The first cover shall include, the survey data, specifications (input/ output), as well as designs of the project, along with the Earnest Security in the manner prescribed. The financial proposal -Bid Value, IRR etc., shall be submitted in a separate cover.

7.10 **Earnest Security:**

The project proponent shall submit interest-free Earnest Security, as a token of sincerity and good faith through demand draft or bank guarantee, acceptable to the Authority with a validity period of not less than 180 days commencing from the date of submission of final proposal along with DPR (including claim period of 60 days), to be extended as may be mutually agreed from time to time. The earnest security shall be as follows:

1. For a project cost of Rs.100 cr. to Rs.1,000 cr. : 0.5% of the project cost.
2. For a project cost of more than Rs.1,000 cr. to Rs.10,000 cr. : 0.2% of the project cost.
3. For a project cost of more than Rs.10,000 cr. – Rs.50,000 cr. : 0.10% of the project cost.
4. For a project cost of more than Rs.50,000 cr. : 0.05% of the project cost.

The bid shall be summarily rejected if the DPR is not accompanied by the Earnest Security as prescribed. Since, the Project Proponent shall also be required to submit the requisite Bid Security as specified in the Bid Document, in case the bidding process is initiated under the proposed project by the Authority. The Earnest Security submitted by the project proponent earlier shall be adjusted against the Bid Security to be submitted and the project proponent would be required to submit the difference of the two at the later stage.

7.11 **DPR preparation cost:**

The cost for conducting detailed studies or preparation of DPR, whatsoever, shall not be reimbursable to the project proponent by the Authority. However, in case, the project is awarded to the successful bidder other than the project proponent, the DPR preparation cost shall be reimbursed by the successful bidder. The cost of preparing the DPR should be reflected by the project proponent in its proposal and the same should be form part of the bid document to be reimbursed by the successful bidder to the project proponent. In case the project is dropped no cost shall be reimbursable to the project proponent.

7.12 **Clarifications regarding DPR:**

No significant/fundamental changes shall be permitted in the DPR once the project proponent has submitted the DPR to the Authority. However, the Authority may seek clarifications with respect to the DPR from the project proponent and these clarifications shall be attached as an addendum to the DPR.

7.13 **Bid Parameters and Bid Value:**

The project proponent shall submit the detailed proposal along with the suggestive bid parameters and Bid Value. The decision on the bid parameters shall be taken by the Authority concerned and the Authority shall have the right to make changes to the project proposal as per its needs, requirements & development plans of the Authority, without changing the basic theme/fundamental structure of the project proposal. Any such change in the bid parameters shall be intimated to the project proponent. Such change in the bid parameters shall be made by internal agreement with the project proponent and any change therein should be in concurrence with the project proponent. The Authority shall evaluate the bid value vis-à-vis the final bid parameters. Accordingly, the project proponent may be given an additional time by the Authority for submitting the final bid value. The project proponent shall submit the bid value in the format prescribed by the Authority for the same as per the need and requirement of the Project. In case, the project proponent desires to give additional information than that is prescribed in the formats, she/he/it may do so by enclosing separate information. After explicit consent of the project proponent on the final bid value and bid parameters, Authority shall submit the proposal, with appropriate recommendations, to the SLEC, as prescribed in clause 7.14.



7.14 **Competent Authority for approval of Projects under SCM and Procedure to be followed thereof:**

After the examination of the Detailed Proposal submitted by the project proponent, Authority shall submit duly filled prescribed formats (**Annexure J and Annexure K, Appendix K-1 & K-2**), along with the detailed proposal submitted by the project proponent, addendums (if any) and annexure to it, to the State Level Empowered Committee (SLEC) for its consideration with its recommendations. The Authority shall also indicate the budgetary provisions for the project proposal. The SLEC shall examine, consider and grant approvals on merits upon approval by the State Cabinet.

7.15 **Bidding Process:**

The DPR shall be shared with prospective bidders so as to ensure fair competition and for providing an opportunity for a participatory and adequately competitive bidding process. The project proponent shall state in the DPR the information which is considered proprietary and the Authority upon evaluating the proposal may negotiate with the project proponent regarding the information which may be considered to be disclosed or not to be disclosed as proprietary.

The open competitive bidding process by way of international competitive bidding shall be initiated by its Authority after the approval of the project proposal from SLEC.

The bidding document, among other essential clauses, should necessarily incorporate details about the necessary clearances/approvals to be taken from respective authorities and whether the Authority or the successful Bidder/Proponent shall be responsible for taking it.

The project proponent shall be given an opportunity to match its/her/his proposal/bid with that of the most advantageous bidder within a specified period, in case the best bid in the open competitive bidding is superior to the proposal of the proponent. If the project proponent agrees to match the best bid, within the time period specified, the project proponent shall be selected and awarded the project after approval of SLEC upon approval of the State Cabinet.

In case the original proponent declines to match the best superior bid, within the period specified, best superior bid shall be selected and the superior bidder shall be awarded the project after approval of SLEC upon approval of the State Cabinet.

7.16 **Transaction Advisor (T.A.)**

The Authority may choose to appoint a Transaction Advisor (T.A.) for the project, who shall be capable to offer technical, financial and legal advice and to assist the Authority in finalization of the successful bidder. The decision to appoint a T.A. shall be of the Authority, as per the need and requirements of the Project proposal. The Authority may initiate the process of the appointment of the T.A. immediately after the "permission to proceed" is granted by the SLEC in order to save time in the process. It should be ensured by the Authority that the process of appointment of the T.A. is completed well in advance to the submission of DPR by the project proponent.

The scope of work of the Transaction Advisor shall be decided by Authority which shall include, but not be limited to, the following:

- a. Examination of the DPR with respect to technology, technical specifications, cost estimates, drawings, Internal Rate of Return (IRR), Net Present Value (NPV), Equity debt ratio, BEP, DSCR, Value for money analysis, necessary approvals (statutory or otherwise) required for the implementation of the project etc.

- b. Carry out such additional studies for independently determining the project cost, project revenues, viability and risk analysis etc. including Value for Money analysis to ensure proper benchmarking or may be required by the Authority.
- c. Specify broad parameters regarding environment and social safeguards that need to be adhered by the successful bidder during implementation period in the bid document.
- d. Assist the Authority in finalizing formats and other related approvals.
- e. Development of documents for Request for Qualification (RFQ)/Request for Proposals (RFP) for approval of the Authority.
- f. The bidding criteria shall be designed in such a way that maximum competition is ensured.

**7.17 The TA shall :**

- a. The Authority with the Bid process management, including Request for Proposal (RFP) launch, formulation of responses to bidder queries, bid evaluation and recommendations as per the criteria mentioned in the RFP document, recommending a bidder, contract negotiations and bid closure which are required to be undertaken, for bringing the Project to a Technical close.
- b. The TA shall submit all the documents for approval to the Authority. No document shall be provided to the bidder(s) or any other person(s) without explicit consent from the Authority.

**8.0 Time frame for the total process :**

Sr No	Activity	Time Required
1.	Examination of preliminary report and permission to the proponent to proceed for preparation of detailed proposal by the Authority.	15 days
2.	Detailed proposal submission by the proponent.	30 days, extendable by the Authority as per provisions of Clause 7.4 of the Guidelines subject to maximum of 30 days.
3.	Examination of detailed proposal, preparation of bid documents and approval from competent authority	30 days
4.	Bid invitation and submission of bids	75 days from the date of first publication of Notice Inviting Bids
5.	Bids evaluation (including additional time for project proponent to match the most advantageous bid, if any)	10 days
6.	Letter of Award	Within 10 days of approval of award by the Competent Authority
7.	Execution of Contract Agreement	10 days
	<b>Total process time</b>	180 days

**Provided that the Authority may relax all or any of the above mentioned period.**

**9.0 Qualification criteria for the project proponent:**

1. A person/firm/Company or lead member in case of a consortium/Joint Venture should have net worth of at least 25% of the total project cost. A person/Firm/Company should have an average turnover of minimum of 50% project cost in the last three financial years and in case of Joint venture/consortium, an average turnover of minimum of 50% of project cost in last three financial years by lead member. The entity/lead member can include turnover of all its group companies and its affiliates where the lead member of consortium/ Joint Venture has 51% or more of equity/stake. The audited balance sheets of last three financial years shall be submitted along with Certificate from Chartered Accountant certifying the same.

2. A person/Firm/Company or lead member/other member of Consortium having at least 26% stake /equity in the consortium should have experience in handling at least one project of similar nature costing not less than 50% of total project cost over the last 5 years, in such project(s) where the contract has been awarded and work has been completed (Work order and completion certificate from the client shall be provided).
3. Power of attorney from the lead member: An authorized person of the firm shall sign the proposal, on behalf of the firm. The Power of Attorney of the authorized person in his favour from all the members should be on stamp paper duly notarized or Board resolution should be submitted along with the proposal.
4. The Project Proponent should not be blacklisted by Central Govt. or any State Govt./Semi Govt. agency/multilateral lending agency. An undertaking that the bidder has not been blacklisted by any government institution must be submitted.
5. The Lead Member should ideally continue for the entire duration of the Project. However, the Lead Member shall not be allowed to exit, until it is replaced in the Consortium by a Member having same or higher qualification as per the criteria. Any such case of exit or replacement would also require the prior and explicit consent from the Authority. Additionally, the shareholding of the lead member should not fall below 51% in the Project SPV through the course of the project. Where a foreign applicant is awarded the project, it can assign all rights and obligations to an Indian entity setup to undertake the project provided the foreign applicant continues to hold 51% or more equity in the Project SPV through the course of the project. Any such case of assignment would also require prior written intimation to the authority.
6. Certificate of incorporation shall be provided.
7. The Project Proponent should also necessarily fulfill the prequalification/qualification criteria /parameters for bidders, as per the bid document issued by the Authority for open bidding under Swiss Challenge Method for the said project.

#### **10.0 Power to call off the Project:**

- i. The Authority shall have the right to call off the project anytime during the process without assigning any reason to the project proponent and it may call off the project before entering into an agreement with the project proponent or the successful bidder, as the case may be. Once an agreement is entered into by the Authority, the respective clauses of the duly entered agreement shall apply.
- ii. The Authority can modify the timelines based on the project and its requirements.
- iii. All the changes in the formats and other guidelines shall be notified on the website of the Department concerned.

#### **11.0 Institutional Framework**

##### **Constitution of State Level Empowered Committee (SLEC)**

The Committee would be headed by the Chief Secretary and would grant clearances to investment Projects after approval of the State Cabinet.

The Committee will consist of the following:

- Chief Secretary- Chairman
  - Members of the Committee
    1. Principal Secretary - Finance department
    2. Principal Secretary to CM/Addl. Principal Secretary to CM
    3. Secretary to the Law department/LR

4. Additional Chief Secretary/Principal Secretary/Secretary of the Administrative Department /Boards/Corporations/Agencies of the Government proposing the project
5. Additional Chief Secretary/Principal Secretary/Secretary of Department related with the project (such as Forest, Revenue, Power Housing, Environment, Urban Local Bodies, Town & Country Planning, I.T., Industries Department etc.) from which the permission or assistance is required to execute the project.
6. Head of Department/Board /Corporation of the executing agency.
7. The Chairman shall have the right to invite additional members including outside experts as and when it is necessary.

**12.0 Oversight Committee:**

An oversight Committee may also be constituted by the State Government comprising of such members as may be decided by the State Government, on case to case basis.

---

**Certificate provided by Project Proponent accepting SCM**  
*(To be furnished by project proponent)*

It is hereby certified that:

- i. The \_\_\_\_\_ (Name of project) has been submitted by the undersigned as the duly authorised representative of \_\_\_\_\_ (Name of project Proponent) under the Swiss Challenge Method.
- ii. The project proponent will support fair competition through open bidding process so that the Authority may obtain the most advantageous bid.
- iii. The project proponent agrees to the standard project structure, bidding documents, concession agreement similar to other projects in the sector as decided by the Authority.
- iv. The project proponent agrees to abide by the regulations of all Regulatory Authorities.
- v. The project proponent agrees that project development cost (prefeasibility, Detailed Project Report or any other studies/reports etc.), whatsoever, shall NOT be reimbursed to the project proponent if the contract is awarded to him.
- vi. The Project Proponent agrees that the Authority has the right to call off the project anytime during the process without assigning any reason.
- vii. The Project Proponent is technically and financially competent to handle the project implementation for which the proposal has been submitted.
- viii. The Project Proponent agrees to abide by Swiss Challenge Method Guidelines of Government of Haryana.
- ix. That the above statements are true to the best of my knowledge and belief.

Dated:

*(Signature)*  
*Name and Designation of Authorised  
Representative of Project Proponent*

**Annexure B:**

**Details of Proposal being submitted by the Project Proponent under the Swiss Challenge Method**

**Name of the project Proponent:**

**Name of the Project:**

S.No.	Description	Yes / No (wherever applicable)	Particulars	Reference/ Annexure
<b>1.</b>	<b>General Information on the Project:</b>			
<b>1.1</b>	Define/Brief the Project Proposal			
<b>1.2</b>	Explain the uniqueness of the project i.e. the reasons for its being unique.			
<b>1.3</b>	Characteristics of the Project			
<b>1.4</b>	Cost of the Project and Other Details			
<b>1.5</b>	State whether the letter has been submitted by the project proponent confirming adhering to the conditions of the Swiss Challenge Method			
<b>2.</b>	<b>Assessment of Need of the project</b>			
<b>2.1</b>	Nature of intended use			
<b>2.2</b>	Justification of need			
<b>3.</b>	<b>Details on technology (applicable in case of new technology)</b>			
<b>3.1</b>	Details of technology used for the project			
<b>3.2</b>	Is the technology proprietary?			
<b>3.3</b>	(a) Why should govt. go for this technology only? (b) What if sourcing of another technology has to be made in future during the life of the project for any reason?			
<b>4.</b>	<b>Need for Govt. Support (specify the services or Departments concerned)</b>			
<b>4.1</b>	State the type of govt. support required, if any, and why?			
<b>4.2</b>	Will the proponent be able to raise necessary funds & equity to undertake the project? (State how)			
<b>5.</b>	<b>Eligibility of the proponent to undertake the project</b>			
<b>5.1</b>	Is proponent planning to undertake the project on its own or through a consortium to meet the technical, financial and technological needs? Please Elaborate.			
<b>6</b>	<b>Prefeasibility report</b>			
<b>6.1</b>	Has the proponent conducted			

	prefeasibility / feasibility DPR (state the position/ information)?			
6.2	State whether the preliminary financial viability of the project has been done.			
6.3	State whether the proponent shall undertake all the studies which are required for development of the project to take it to the bidding phase within the timeframe specified in the SCM Guidelines.			
7	<b>Project Structure &amp; Output</b>			
7.1	Whether the model (BOOT, BOT etc.), concession period, if any, been mentioned in the report?			
7.2	Service/ Output levels (Specify if applicable)			
8	<b>Project Financials</b>			
8.1	User Fee, Tariff/ fares(Specify) and their variation with time			
8.2	Provide all IRR details and provide NPV of the project from income from operations and other forms.			
9.	<b>Clearance / Approvals</b>			
9.1	State whether the environmental assessment is required for the project			
9.2	State whether the project proponent has mentioned all related approvals (Statutory or otherwise) required for the project.			
10	<b>Qualifications of project proponent</b>			
10.1	State whether the proponent has the technical competence for undertaking the Project? If yes, how?			
10.2	State whether the proponent has the financial competence for undertaking the Project? If yes, how?			
10.3	Any other, if any			
11.	<b>Any other</b>			
11.1	Any other item/ observation which the proponent feels additionally relevant to mention.			
11.2	Is this a conditional proposal? Please specify.			

**Note:**

1. While preparing this format, the placement of relevant references/annexure in the proposal have been indicated above.
2. Appropriate response to queries in Yes/ No, where applicable, has been given and details, as required, have been elaborated under 'Particulars' column.

Signature of the Head of the Organization/Agency (Project Proponent)  
with Stamp and Date



**Content of pre-feasibility study report**

1. Introduction
  - Project formulation
  - Aim, objective & methodology
2. Sector Profile
  - Industry overview with regional specific profile
  - Key Issues
3. Market Assessment
  - Industry outlook
  - Demand assessment
  - SWOT analysis
  - Case studies
4. Project Concept
  - Project description
  - Explanation of need and uniqueness of the project
  - Project components
  - Site location and analysis
  - Development Needs, Public needs & Planning considerations
5. Statutory & Legal Framework
  - Applicable laws
  - Applicable policies
6. Environmental & Social Impacts
  - Environmental Impacts
  - Social Impacts
  - Project related approvals/clearances
7. Project Financials
  - Cost Estimation
  - Revenue Stream, IRR etc.
  - Viability Assessment
8. Operation Framework
  - Risk identification and mitigation
  - Indicative Project Structure
  - Indicative Qualification & selection Criteria
  - Option analysis to finalize the PPP model (if applicable)
9. Way Ahead
  - Any additional funding required from the government
  - Govt. obligations for development
  - Project Development Framework
10. Any other approvals (statutory or otherwise) required from any authority
11. Annexure:
  - i. Site map,
  - ii. Indicative Layout/Concept Plan

**Annexure D:**

**Examination of proposal by the Administrative Department /Boards/Corporations/Agencies of the  
Government  
(based on Annexure B)**

**Name of the project Proponent:**

**Name of the Project:**

S. No.	Description	Submissions made by the Project Proponent	Comments by the Authority
<b>I.</b>	<b>General Information on the Project:</b>		
1.	Define the Proposal		
2.	Explain the uniqueness of the project i.e. the reasons for its being unique.		
3.	Characteristics of the Project		
4.	Cost and Other Details		
5.	State whether the letter has been submitted by the project proponent adhering the conditions of the Swiss Challenge Method		
<b>II.</b>	<b>Assessment of Need of the project</b>		
1.	Nature of intended use		
2.	Justification of need		
<b>III.</b>	<b>Details on technology (applicable in case of new technology)</b>		
1.	State details of technology used for the project		
2.	Is the technology proprietary?		
3.	(a) Why should govt. go for this technology only? (b) What if sourcing of another technology has to be made in future during the life of the project for any reason?		
<b>IV.</b>	<b>Need for Govt. Support</b>		
1.	State the type of govt. support required and why, if any?		
2.	Will the proponent be able to raise necessary funds & equity to undertake the project? (State how)		
<b>V.</b>	<b>Eligibility of the proponent to undertake the project</b>		
1.	Is proponent planning to undertake the project on its own or through a consortium to meet the technical, financial and technological needs? Please Elaborate.		
<b>VI.</b>	<b>Prefeasibility report</b>		
1.	Has the proponent conducted re-feasibility/feasibility DPR (state the position/information)?		
2.	State whether the preliminary financial viability of the project has been done.		
3.	State whether the proponent shall undertake all the studies which are required for development of the project to take it to		

	the bidding phase within the specified timeframe		
<b>VII.</b>	<b>Project Structure &amp; Output</b>		
1.	Whether the model (BOOT, BOT etc.), concession period, if any, been mentioned in the report		
2.	Service/ Output levels (Specify if applicable)		
<b>VIII.</b>	<b>Project Financials</b>		
1.	User Fee, Tariff/ fares (Specify)and their variation with time		
2.	Provide all IRR details and provide NPV of the project from income from operations and other forms.		
<b>IX.</b>	<b>Clearances / Approvals</b>		
1.	State whether the environmental assessment is required for the project		
2.	State whether the project proponent has mentioned all related approvals required for the project.		
<b>X.</b>	<b>Qualifications of project proponent</b>		
1.	State whether the proponent has the technical competence for undertaking the Project? If yes, how?		
2.	State whether the proponent has the financial competence for undertaking the Project? If yes, how?		
3.	Any other, if any.		
<b>XI.</b>	<b>Any other</b>		
1.	Any other item/ observation which the proponent feels additionally relevant to mention.		
2.	Whether the project proponent agrees to come under the regulatory authority as and when formed by the Govt. or through law?		
3.	Is this a conditional proposal? Please specify.		

**Signature of the Head of Administrative Department  
/Boards/Corporations/Agencies of the Government  
with Stamp and date**

## Memorandum to SLEC for approval for permission to proceed

S.No.	Item	Response
1.	<b>General</b>	
1.1	Name of the Project	
1.2	Type of PPP (BOT, BOOT, BOLT, OMT etc.), if applicable	
1.3	Location (State/District/Town)	
1.4	Administrative Department /Boards/Corporations/Agencies of the Government concerned	
1.5	Name of the Implementing Agency / Proponent	
1.6	Concession Period (if applicable)	
2.	<b>Project Description</b>	
2.1	Brief description of the project a) Investment phasing b) Project Implementation Schedule (PIS)	
2.2	Justification for the project (Need)	
2.3	Possible alternatives, if any	
2.4	Estimated capital costs with break-up under major heads of expenditure. Also indicate the basis of cost estimation.	
3.	<b>Financing Arrangements</b>	
3.1	Sources of financing (equity, debt etc.)	
3.2	Indicate the revenue streams of the Project (Annual flows over project life). Also indicate the underlying assumptions.	
3.3	Indicate the NPV of revenue streams	
3.4	Tariff/ user charges? Please specify in detail.	
3.5	Have any FIs been approached? If yes, their response may be indicated	
4.	<b>Internal Rate of Return (IRR)</b>	
4.1	Economic IRR (if computed)	
4.2	Financial IRR, indicating various assumptions (attach separate sheet if necessary)	
5.	<b>Clearances/Approvals</b>	
5.1	Status of environmental clearances	
5.2	Clearance required from the State Government and other local bodies	
5.3	Any other clearances/approvals (statutory or otherwise) to be obtained	
6.	<b>Support from Government of Haryana</b>	
6.1	Govt. of Haryana guarantees being sought, if any	
7.	<b>Request for qualification</b>	
7.1	Does the proponent qualified technically and financially?	
7.2	Has the proponent submitted all the documents that are required for qualification?	
8.	<b>Budget provision</b>	
8.1	Does appropriate Budget Head and necessary budgetary provision exist in the Departmental Budget? Please specify	
9.	<b>Any other, if required</b>	

The examination of the project proposal submitted by \_\_\_\_\_(Project Proponent) has been done in accordance with the Guidelines for Swiss Challenge Method and the project proposal is found to be eligible for

consideration under Swiss Challenge Method. Accordingly, it is recommended for approval of permission to proceed further in the matter.

*Signature of the Head of Administrative Department  
/Boards/Corporations/Agencies of the Government  
with Stamp and date*

**Appendix E-1 :**

**Check List for submission of documents to SLEC**

<b>S. No.</b>	<b>Documents to be Submitted</b>	<b>Applicable (Y/N)</b>	<b>Submitted-Hard Copy (Y/N)</b>	<b>Submitted-Soft Copy (Y/N)</b>
1.	Covering Letter from Head of the Organization (Project Proponent)			
2.	Pre-feasibility Report			
3.	Project Information Memorandum			
4.	Qualification documents of Project proponent			
5.	Documents relating to any issues on various clearances/ Land Acquisition			
6.	Details of any Policy Changes Required for implementation (if any)			

*Signature of the Head of Administrative Department /Boards/Corporations/Agencies of the Government with Stamp and date*

**Appendix E-2:**

**"Permission to Proceed" accorded by SLEC**

The Principal Secretary / Secretary

Name of the Department

Address

Sub.: "Permission to Proceed" by the SLEC under Swiss Challenge method.

Ref.: (Name of the Project)

The project proposal \_\_\_\_\_ (the name of the project) submitted by \_\_\_\_\_ (name of the project proponent), related to \_\_\_\_\_ (name of the A/D), had been submitted by the Administrative Department /Boards/Corporations/Agencies of the Government concerned, vide no. \_\_\_\_\_, date \_\_\_\_\_, with recommendations to the State level Empowered Committee. The SLEC, in meeting, dated \_\_\_\_\_, has considered the project proposal and the recommendations of the Authority. After due consideration of the proposal under the provisions of the Swiss Challenge method, the permission of the SLEC hereby accorded, subject to the modifications as mentioned below, to the Authority to proceed further in the matter and seek detailed project proposal as per the Guidelines of the Swiss Challenge Method within one month (further extendable to one month if written request is made by the project proponent with reasons to be recorded).

Modifications: (to be used in case of any modifications)

S.No.	Paragraph No. and Page No.	Proposal by the A/D	Modification Approved

Chief Secretary

Copy for information:

1. Chief Secretary, Haryana and Chairman, SLEC
2. Members of the SLEC

Supdt. O/o Chief Secretary

## Format for submission of detailed proposal by Project Proponent

S.No.	Item	Response	Ref. /Annexure
1	General		
1.1	Name of the Project		
1.2	Type of PPP (BOT, BOOT, BOLT, OMT etc.), if applicable		
1.3	Location (State/District/Town)		
1.4	Administrative Department /Boards/Corporations/Agencies of the Government concerned		
1.5	Name of the Implementing Agency/Proponent		
1.6	Concession Period (if applicable)		
2	Project Description		
2.1	Brief description of the project		
2.2	Justification for the project (Need)		
2.3	Possible alternatives, if any		
2.4	Estimated capital costs with break-up under major heads of expenditure. Also indicate the basis of cost estimation.		
2.5	Investment phasing		
2.6	Project Implementation Schedule (PIS)		
3	Financing Arrangements		
3.1	Sources of financing (equity, debt etc.)		
3.2	Indicate the revenue streams of the Project (Annual flows over project life). Also indicate the underlying assumptions.		
3.3	Indicate the NPV of revenue streams		
3.4	Tariff/ user charges? Please specify in detail.		
3.5	Have any FIs been approached? If yes, their response may be indicated		
3.6	Value for Money Analysis		
4	Internal Rate of return (IRR )		
4.1	Economic IRR (if computed)		
4.2	Financial IRR, indicating various assumptions (attach separate sheet if necessary)		
5	Clearances		
5.1	Status of environmental clearances		
5.2	Clearances/approvals (statutory or otherwise) required from Government of India, State Government and other authorities/local bodies		
5.3	Other support required from the State Government		
6.	Support from Govt. of Haryana (specify services or Departments concerned)		
7.	Concession Agreement (if applicable)		
7.1	Is the Concession Agreement based on MCA? If yes, indicate the variations, if any, in a detailed note (to be attached)		
7.2	Details of Concession Agreement (To be attached along with the submission)		
8.	Others		



8.1	Remarks, if any		
-----	-----------------	--	--

1. While preparing this format, the placement of relevant references / annexure in the detailed proposal has been mentioned as above.
2. It is agreed that the above format could be modified or additional information sought by the the Authority at any time in future.

Signature of the Head of the Organization  
(Project Proponent)  
with date and stamp

**Content of Detailed Project Report:**

1. Executive Summary
2. Project profile
  - Project objectives
  - Project sponsors
  - Project location
3. Proposed business profile
  - Product mix
  - Estimated production and investments
4. Market analysis
  - Current scenario
  - Demand assessment
  - Strategies
  - Growth drivers
  - SWOT analysis
5. Establishing the need of the project
  - Detailed explanation of uniqueness of the project
  - Demonstration of Public Need
  - Demonstration of being in compliance with plans of department
  - Demonstration of no conflict with any departmental scheme which provides the same service
6. Policy support and activities
  - Government initiatives
  - Special government schemes
  - Policy packages
7. Land and site analysis
  - Site location
  - Land ownership and land cost
  - Geographical conditions
8. Proposed master plan, technical specifications & project cost estimates
  - Utility relocation plan
  - Engineering surveys and investigations
  - Layout plans and drawings
  - Proposed common infrastructure, facilities etc.
  - Design criteria and spatial requirements
  - Preparation of BOQ
  - Technical parameters, specifications and drawings
  - Cost estimates of the project
9. Project means of finance & financial appraisal
  - Means of financing
  - Appraisal framework and objectives
  - Financial projections
  - Value for Money analysis (if applicable)
10. Identification of risks
  - Risk identification
  - Risk allocation and mitigation techniques
11. Economic benefits of the project
12. Environment assessment (if applicable)
  - Environmental impact assessment
  - Social assessment
  - Project related approvals
13. Project structure and implementation schedule
  - Framework for project implementation
  - Contractual framework
  - Role of project consultant and project proponent

- Model concessionaire agreement
14. Project operation and maintenance
- Operation and maintenance framework
15. Any other approvals (statutory or otherwise) required to be taken from Government of Haryana / Government of India/any other authority.
16. List of Annexures (To be submitted as applicable)
- Memorandum and articles of association
  - List of participating entrepreneurs
  - Land documents (if any)
  - Draft shareholders agreement
  - Draft leave and license agreement
  - Draft procurement process
  - Any other documents as required by the Authority.

**Annexure H:****Project Financial Summary**

<b>S.No.</b>	<b>Item</b>	<b>Response</b>
<b>1</b>	General	
<b>1.1</b>	Name of the Project	
<b>1.2</b>	Type of PPP (BOT, BOOT, BOLT, OMT etc.), if applicable	
<b>1.3</b>	Capacity of the Project	
<b>1.4</b>	Concession Period (if applicable)	
<b>2</b>	Project cost	
<b>2.1</b>	Land cost	
<b>2.2</b>	Building cost	
<b>2.3</b>	Plant & Machinery cost	
<b>2.4</b>	Operation & maintenance cost	
<b>2.5</b>	Other Costs if any	
<b>3</b>	Financing Arrangements	
<b>3.1</b>	Financing Structure (% of equity and debt)	
<b>3.2</b>	Interest on debt (Assumed)	
<b>3.3</b>	Is any financial support from GoH required?	
<b>4</b>	Revenue streams for each Concession Year	
<b>4.1</b>	Revenue from Tariff.	
<b>4.2</b>	Revenue from Advertising	
<b>4.3</b>	Other Revenue Streams	
<b>4.4</b>	Indicate the NPV of revenue streams with 12% discounting	
<b>5</b>	IRR	
<b>5.1</b>	Economic IRR (if computed)	
<b>5.2</b>	Equity IRR	
<b>5.3</b>	Project IRR	
<b>6</b>	Other remarks, if any	

Excel sheet format to be provided for year wise information (as applicable) for the concession period.

Signature of the Head of the Organization  
(Project Proponent)  
with date and stamp

**Annexure I:**

## Check List for submission of documents

Sr No	Documents to be Submitted	Applicable (Y/N)	Submitted Hard Copy (Y/N)	Submitted Soft Copy (Y/N)
1	Covering Letter from Head of the Organization			
2	Detailed Project Report			
3	Project Information Memorandum			
4	Earnest Security & Bid Value			
5	Draft Concession Agreement and if any changes have been undertaken with respect to the MCA			
6	Documents relating to any issues on various clearances /Land Acquisition.			
7	Details of any Policy Changes Required for implementation (if any)			
8	Project implementation schedule			
9	Details for any other support required during implementation.			

Signature of the Head of the Organization  
(Project Proponent)  
with date and stamp

**Examination of Detailed Proposal by the Administrative Department /Boards/Corporations/Agencies of the Government**

**Name of the project Proponent:**

**Name of the Project:**

<b>S. No.</b>	<b>Description</b>	<b>Comments of the Transaction Advisor (TA)</b>	<b>Comments by the Authority</b>
1.	Has the Authority obtained initial competent approval to proceed with the proposal?		
2.	Has the project proponent submitted the proposal in time? (Please mention the scheduled date and the actual date of submission of detailed proposal)		
3.	Does the DPR contains all the elements for undertaking the project to bidding stage as per project requirement and is in the prescribed format.		
4.	Is the project proponent is bidding on its own or through a consortium? Does the Proposal proponent (along with any consortium) has ability to construct and /or operate the project as per the qualification norms?		
5.	Has the Bid Value been submitted in the manner prescribed?		
6.	Post submission of the DPR, please state if any changes have been made to the same.		
7.	Please indicate if there have been any changes in the final submission with respect of the initial submission of proposal by the Proponent.		
8.	Please state about the undertaking of an open and competitive bidding process.		
9.	Please state whether any additional studies were carried out by the Authority for the project, project cost, project revenues, viability and risk analysis etc. and if required including Value for Money test, if required		
10.	(a) Provide the TA contact details (b) What is the cost of Transaction Advisor (c) Indicate any other Costs undertaken by the Authority.		

**Signature of the Head of  
Administrative Department  
/Boards/Corporations/Agencies of  
the Government  
with Stamp and date**

Note: The Authority shall indicate the references/justifications that are required to be placed wherever necessary. The annexures, which the Authority considers necessary, may be enclosed and specific reference to the corresponding comments vis-a-vis the annexure shall be indicated.

**Annexure K:**

**Format for submission of detailed proposal by Administrative  
Department /Boards/Corporations/Agencies of the Government  
to SLEC (Based on Annexure F)**

S.No.	Item	Comments by the TA	Comments by the Authority
1	General		
1.1	Name of the Project		
1.2	Type of PPP (BOT, BOOT, BOLT, OMT etc.), if applicable		
1.3	Location (State/District/Town)		
1.4	Administrative Department /Boards/Corporations/Agencies of the Government		
1.5	Name of the Implementing Agency		
1.6	Concession Period		
2	Project Description		
2.1	Brief description of the project		
2.2	Justification for the project		
2.3	Need Possible alternatives, if any		
2.4	Estimated capital costs with break-up under major heads of expenditure. Also indicate the basis of cost estimation.		
2.5	Investment phasing		
2.6	Project Implementation Schedule (PIS)		
3	Financing Arrangements		
3.1	Sources of financing (equity, debt etc.)		
3.2	Indicate the revenue streams of the Project (Annual flows over project life). Also indicate the underlying assumptions.		
3.3	Indicate the NPV of revenue streams		
3.4	Tariff/ user charges? Please specify in detail.		
3.5	Have any FIs been approached? If yes, their response may be indicated		
3.6	Value for Money Analysis		
4	Internal Rate of return (IRR)		
4.1	Economic IRR (if computed)		
4.2	Financial IRR, indicating various assumptions (attach separate sheet if necessary)		
5	Clearances		
5.1	Status of environmental clearances		
5.2	Clearance required from the State Government and other local bodies		
5.3	Other support required from the State Government		
6.	Support from Govt. of Haryana		
7.	Concession Agreement		

7.1	Is the Concession Agreement based on MCA? If yes, indicate the variations, if any, in a detailed note (to be attached)		
7.2	Details of Concession Agreement (To be attached along with the submission)		
8.	Others		
8.1	Remarks, if any		

The examination of the detailed proposal submitted by \_\_\_\_\_(Project Proponent) has been done following the norms and in accordance with the rules and Guidelines for Swiss Challenge Method. Accordingly, the proposal has been found to be in order and is hereby submitted with recommendation for approval.

Final estimated cost of the project has been calculated by the Authority as Rs. \_\_\_\_\_ (In words, Rs. \_\_\_\_\_), hence, as per the norms, the competent authority for granting the final approval in the matter is the State Level Empowered Committee.

**Signature of the Head of Administrative Department  
/Boards/Corporations/Agencies of the Government  
with Stamp and date**



**Appendix K-1:**

**Project Financial Details**

<b>S.No.</b>	<b>Item</b>	<b>Response from the Project Proponent</b>	<b>Comments of the A/D, after analysis</b>
<b>1</b>	General		
<b>1.1</b>	Name of the Project		
<b>1.2</b>	Type of PPP (BOT, BOOT, BOLT, OMT etc.), if applicable		
<b>1.3</b>	Capacity of the Project		
<b>1.4</b>	Concession Period		
<b>2</b>	Project cost		
<b>2.1</b>	Land cost		
<b>2.2</b>	Building cost		
<b>2.3</b>	Plant & Machinery cost		
<b>2.4</b>	Operation & maintenance cost		
<b>2.5</b>	Other Costs if any		
<b>3</b>	Financing Arrangements		
<b>3.1</b>	Financing Structure (% of equity and debt)		
<b>3.2</b>	Interest on debt (Assumed)		
<b>3.3</b>	Is any financial support from the State Government required?		
<b>3.4</b>	If answer to 3.3 is in affirmative, then, does appropriate Budget Head and necessary provision for the same exist in the Departmental Budget? -N.A.-		
<b>4</b>	Revenue streams for each Concession Year		
<b>4.1</b>	Revenue from Tariff.		
<b>4.2</b>	Revenue from Advertising		
<b>4.3</b>	Other Revenue Streams		
<b>4.4</b>	Indicate the NPV of revenue streams with 12% discounting		
<b>5</b>	IRR		
<b>5.1</b>	Economic IRR (if computed)		
<b>5.2</b>	Equity IRR		
<b>5.3</b>	Project IRR		
<b>6</b>	Other remarks, if any		

**Excel sheet format to be provided for year wise information (as applicable) for the concession period.**

**Signature of the Head of Administrative Department  
/Boards/Corporations/Agencies of the Government  
with Stamp and date**

**Appendix K-2:**

## Check list for submission of documents to SLEC

Sr.No.	Documents to be submitted	Submitted – Hard copy (Y/N)	Ref./Annexure	Submitted – Softcopy (Y/N)
1	Covering letter from Head of the Organization			
2	Detailed Project Report			
3	Project Information Memorandum			
4	Earnest Security & Bid Value			
5	Draft Concession Agreement (if applicable) and any changes undertaken to MCA			
6	Documents relating to any issues on various clearances/Land Acquisition			
7	Details of any Policy Changes Required for implementation (If any)			
8	Project Implementation schedule (PIS)			
9	Details for any other support required during implementation			
10	Any other document considered necessary for submission to SLEC by A/D			

**Signature of the Head of Administrative Department  
/Boards/Corporations/Agencies of the Government  
with Stamp and date**