



Date: 01st June 2011

INVITATION FOR EXPRESSION OF INTEREST
FOR THE DEVELOPMENT, MANAGEMENT AND OPERATION OF AN INTERNATIONAL AIRPORT
IN THE UPPER NORTH PROVINCE (HANIMAADHOO) OF THE REPUBLIC OF MALDIVES

1. Key Objective – The Government of the Republic of Maldives ("GOM") has embarked on a process of aviation sector reform. In this context, GOM has decided to mobilize private sector participation for the operation, maintenance, expansion, rehabilitation and modernization of the Hanimaadhoo Airport as an International Airport. Expressions of Interest are welcome from local and/or international parties with relevant experience.
2. Upon receipt of expression of interest a preliminary evaluation based on the background and capacity of the parties will be conducted and a short listing will be done.
3. Shortlisted parties will then be invited to a discussion table. A basis for discussion (as detailed below) will be provided to the short listed parties prior to the meetings.

Nature of partnership

- a. to undertake all operational and development expense from signature of agreement with GOM

Airport Development and operations

- b. the development of the airport maybe implemented in three stages
 - Phase 1 – commencement of international operations (turbo prop)
 - Phase 2 – medium haul (A320 sized aircraft)
 - Phase 3 – allow B747-400 sized operations
- c. control over day-to-day and year-to-year operations;
- d. influence over key areas of the business;
- e. financial flexibility to develop an optimal funding structure;
- f. ability to promote and develop the business;
- g. freedom to manage business operations to ensure maximum operational efficiency;
- h. ability to negotiate commercial agreements with customers to provide long term certainty;

Government:

- i. Maintain oversight of long term facilities and changes to the business scope;
- j. Oversight of rates and charges levied;
- k. Setting performance standards and define appropriate regulatory standards for design and operations;

Incentives:

- l. Allocation of an uninhabited island to be developed as Tourist resort. Island will be allocated by GOM either in Haa Alif or Shaviyani Atoll.
 - m. A charge not exceeding US\$25.00 may be levied as Airport Development Charge (ADC) from all Departing International Passengers (Maldivians exempted).
4. Submission guidelines
- a. Contact details – full address; contact person(s),
 - b. Details of management experience
 - c. Demonstrate ability to obtain funding for development in the short/medium/long term (based on own funds, BS strength, financial contacts)
 - d. Provide an executive summary of the strategic plan envisaged for the business (not longer than 10 pages)
 - e. Expression of Interest to be sent electronically or in print by **on/or before 21st June 2011** to:
 - Ms. Fathimath Niuma
 - Ministry of Economic Development
 - Boduthakurufaanu Magu,
 - Male' 20095, Maldives
 - Tel: (960) 332 3668, (960) 333 3190, Fax (960) 332 3840
 - Email: fathimath.niuma@trade.gov.mv
 - Copy to: ali.shareef@finance.gov.mv
 - Website: www.investmaldives.org

5. Criteria for Short listing:-

- a. Commercial Entity to be a company with significant operations and management experience (not less than 10 years);
- b. The commercial entity should have some direct airport operational experience and/or be attached to an airport operator by a management contract;
- c. The companies/utilities managed and operated by the proponents to be considerably more 'significant' financially and operationally than the planned business in the Maldives;
- d. The management strength of the Entity should indicate the ability to engage and determine a strategic partner for future growth and development.