



Noonu Atoll Company

Secretariat of the South Miladhunmadulu Atoll Council

Boduthakurufaanu Magu, N.Manadhoo 04100, Maldives

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Board Sitting no- 19th Board of Directors Meeting

Date: 20th April 2025

Reference Number:	PP-2025-04-3		
Responsible Unit:	Finance Department		
Audience:	Employees and Directors		
Applicability:	Applies to all activities and operations of the Company.		
Mandatory review:	Annual		
Proposal:	Noonu Atoll LAC· LTD· Unsolicited Proposals (USP) and Public Private Partnerships (PPP) Policy.		
Policy:	1-Enhancing Local Governance		
Strategy:	1.3-Establish and strengthen Noonu Atoll Local Authority Company		
Proposed by:	Name: Fathimath Niuma Designation: Managing Director	Signature:	Date: 20 th April 2025
Tabled for:	Information: <input type="checkbox"/>	Discussion: <input type="checkbox"/>	Decision: <input checked="" type="checkbox"/>
Decisions and Recommendation of the Board:	Having Reviewed the proposed Unsolicited Proposals and PPP Policy, Board members hereby approve the policy to be implemented effective immediately.		
Attachments:			
Resources:	Annex 1: USP and PPP Policy		
References:	n/a		

Approved by the board of directors undersigned below:

Date: 20 April 2025

Fathimath Niuma
Managing Director

Mohamed Adnan
Chairman

Abdul Latheef Mohamed
Director

Boduthakurufaanu Magu, N.Manadhoo 04100, Maldives

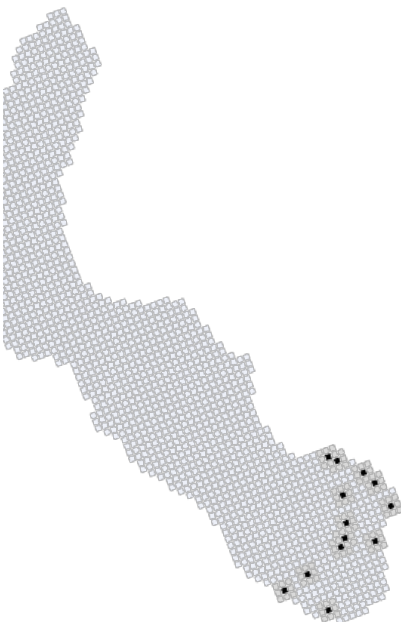
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1. Purpose

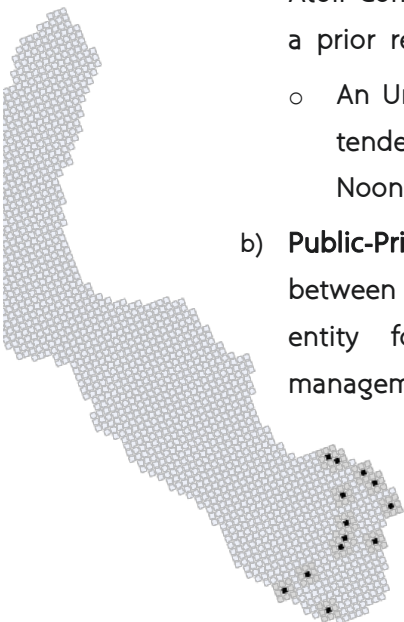
- a) This policy establishes a clear and consistent framework for the submission, evaluation, and subsequent management of Unsolicited Proposals and Public-Private Partnership (PPP) proposals submitted to Noonu Atoll Company.
- b) The policy's primary objective is to ensure transparency, fairness, accountability, and efficiency in the consideration and implementation of proposals that have the potential to contribute to the sustainable development, economic growth, and social well-being of Noonu Atoll and its communities.
- c) It aims to optimize the process for engaging with the private sector, fostering innovation, and leveraging private sector expertise and resources for public benefit.

2. Scope

- a) This policy applies comprehensively to all Unsolicited Proposals and PPP proposals submitted to Noonu Atoll Company by private sector entities, non-governmental organizations (NGOs), community-based organizations (CBOs), or individuals, whether local or foreign.
- b) It encompasses proposals for a wide range of projects and initiatives, including but not limited to:
 - Infrastructure development (e.g., transportation, energy, water, waste management)
 - Social services (e.g., healthcare, education, housing)
 - Tourism and recreation facilities
 - Economic development projects
 - Technology and innovation initiatives

3. Definitions

- a) **Unsolicited Proposal:** A proposal for a project or initiative that is submitted to Noonu Atoll Company by a private entity, NGO, CBO, or individual on its own initiative, without a prior request, invitation, or solicitation by Noonu Atoll Company.
 - An Unsolicited Proposal is distinct from a proposal submitted in response to a formal tender, request for proposal (RFP), or other competitive bidding process initiated by Noonu Atoll Company.
- b) **Public-Private Partnership (PPP):** A long-term contractual agreement or arrangement between Noonu Atoll Company (or a relevant government body) and a private sector entity for the financing, design, construction, operation, maintenance, and/or management of public infrastructure, facilities, or services.



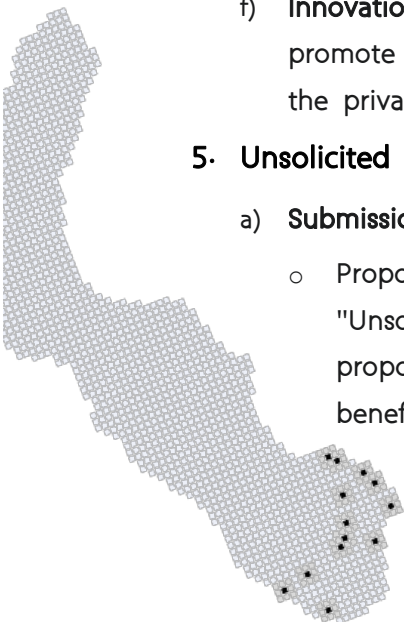
- In a PPP, the private sector entity assumes significant financial, technical, operational, and/or management risks and responsibilities, while public sector objectives are achieved through the delivery of quality public goods or services.

4. Principles

- a) **Transparency:** The process for evaluating Unsolicited Proposals and PPP proposals will be conducted in a transparent manner, ensuring that all relevant information is accessible to stakeholders, subject to confidentiality considerations.
 - This includes providing clear guidelines for proposal submission, evaluation criteria, and decision-making processes.
- b) **Fairness and Impartiality:** All proposals will be evaluated objectively, consistently, and without bias, favoritism, or discrimination.
 - Evaluation processes will be structured to mitigate potential conflicts of interest and ensure that all proponents are treated equitably.
- c) **Value for Money:** Noonu Atoll Company will prioritize the achievement of value for money in all PPP agreements and project approvals.
 - This involves a comprehensive assessment of costs, benefits, risks, and quality of service to ensure that the public receives the maximum benefit from the investment.
- d) **Public Interest and Alignment with Development Goals:** Projects and initiatives undertaken through Unsolicited Proposals or PPPs must clearly serve the public interest, contribute to the sustainable development goals of Noonu Atoll, and align with national and local development plans and priorities.
- e) **Accountability:** Decision-making processes related to Unsolicited Proposals and PPP proposals will be accountable and subject to appropriate oversight and scrutiny.
 - This includes establishing clear roles and responsibilities for evaluation, approval, and monitoring.
- f) **Innovation and Efficiency:** The policy aims to encourage innovative solutions and promote efficient delivery of public infrastructure and services through collaboration with the private sector.

5. Unsolicited Proposal Process

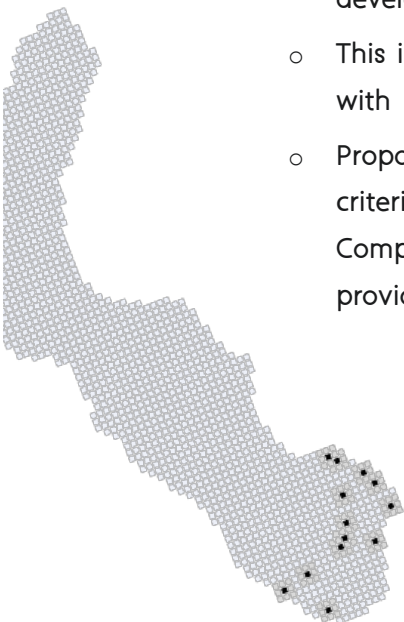
- a) **Submission:**
 - Proponents must submit a formal proposal in writing, clearly labeled as an "Unsolicited Proposal," including comprehensive and detailed information on the proposed project concept, scope, objectives, expected outcomes, and anticipated benefits for Noonu Atoll.



- The proposal should include, but not be limited to, the following key elements:
 - **Executive Summary:** A concise overview of the proposal.
 - **Project Description:** Detailed information on the project's nature, scope, technical specifications, and implementation plan.
 - **Financial Proposal:** Information on project costs, financing arrangements, proposed tariffs or user fees (if applicable), and financial viability analysis.
 - **Economic and Social Impact Assessment:** Analysis of the project's potential economic and social benefits, including job creation, community development, and environmental impact.
 - **Legal and Regulatory Considerations:** Identification of any legal or regulatory requirements relevant to the project.
 - **Proponent Qualifications and Experience:** Information on the proponent's organization, experience, technical expertise, financial capacity, and track record in similar projects.
 - **Risk Assessment and Management Plan:** Identification of potential project risks and proposed mitigation measures.
- Noonu Atoll Company may develop and provide a template or detailed guidelines for proposal submission, outlining specific requirements for formatting, content, and supporting documentation.
- Proponents are encouraged to engage with Noonu Atoll Company informally prior to formal submission to discuss the project concept and obtain guidance on the submission process.

b) **Initial Review:**

- Noonu Atoll Company will conduct a prompt initial review of each Unsolicited Proposal to determine its alignment with the company's strategic objectives, development priorities for Noonu Atoll, and the overall public interest.
- This initial review will assess the proposal's potential merit, feasibility, and compliance with basic requirements.
- Proposals that, in the opinion of Noonu Atoll Company, do not meet the initial criteria, are clearly not in the public interest, or are not aligned with Noonu Atoll Company's strategic direction may be rejected at this stage, with written notification provided to the proponent.



c) Evaluation:

- Proposals that successfully pass the initial review stage will proceed to a more detailed and comprehensive evaluation.
- The evaluation process will be structured to ensure objectivity, transparency, and consistency.
- The evaluation criteria will be clearly defined and may include, but not be limited to, the following:
 - **Technical Feasibility and Innovation:** The soundness of the project's technical design, engineering, and implementation plan, as well as the degree of innovation and use of appropriate technology.
 - **Financial Viability and Sustainability:** The project's financial feasibility, including the adequacy of funding sources, the reasonableness of cost estimates, the sustainability of revenue streams, and the return on investment.
 - **Economic and Social Benefits:** The project's potential to generate positive economic and social impacts for Noonu Atoll, including job creation, infrastructure development, community benefits, and improved access to services.
 - **Environmental Impact and Sustainability:** The project's potential environmental impacts and proposed mitigation measures, as well as its contribution to environmental sustainability and climate resilience.
 - **Proponent's Experience, Capacity, and Track Record:** The proponent's organizational capacity, technical expertise, financial strength, and experience in successfully developing and implementing similar projects.
 - **Risk Allocation and Management:** The identification and allocation of project risks between the proponent and Noonu Atoll Company, and the adequacy of the proposed risk management plan.
 - **Value for Money:** The overall value offered by the proposal in terms of costs, benefits, and quality of service.
- Noonu Atoll Company may establish an evaluation committee comprising representatives from relevant departments and external experts to ensure a thorough and impartial assessment of proposals.
- The evaluation process may involve:
 - Detailed review of the proposal documentation
 - Requests for clarification or additional information from the proponent
 - Meetings or presentations by the proponent



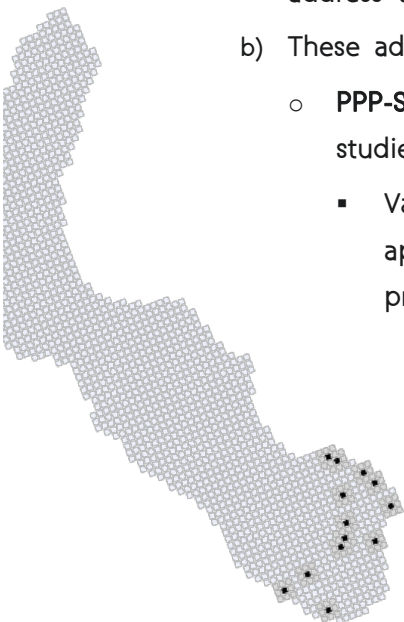
- Independent assessments or due diligence reviews
- Comparative analysis of competing proposals (if any)

d) Negotiation and Approval:

- If, following the detailed evaluation, a proposal is deemed to have significant merit and potential to benefit Noonu Atoll, Noonu Atoll Company may, at its discretion, enter into negotiations with the proponent.
- The negotiation process will aim to further develop the project concept, refine the proposal, and agree on the specific terms and conditions of a potential agreement or contract.
- Key aspects of the negotiation may include:
 - Project scope and specifications
 - Financial arrangements, including funding contributions, tariffs, or user fees
 - Risk allocation and management
 - Performance standards and monitoring mechanisms
 - Contract duration, termination clauses, and dispute resolution procedures
 - Legal and regulatory compliance
- Any final agreement or contract resulting from the negotiation process will be subject to internal review and approval processes within Noonu Atoll Company.
- Furthermore, depending on the nature and scope of the project, approval may also be required from the Noonu Atoll Council, relevant government ministries or agencies, and/or other regulatory bodies.

6. PPP Proposal Process

- a) The process for PPP proposals will generally follow the same stages and principles as outlined above for Unsolicited Proposals, with additional and specific considerations to address the unique characteristics and complexities of PPP projects.
- b) These additional considerations may include:
 - **PPP-Specific Feasibility Studies:** PPP proposals may require more detailed feasibility studies, including:
 - **Value for Money Analysis:** A rigorous analysis to demonstrate that the PPP approach will provide better value for money compared to traditional public procurement.



- Risk Assessment and Allocation: A comprehensive assessment of project risks and a clear allocation of those risks between Noonu Atoll Company and the private sector partner.
- Financial Modeling and Analysis: Detailed financial models to assess the project's financial viability, affordability, and sustainability over the long term.
- **Legal and Regulatory Framework:** PPP proposals must comply with all applicable laws, regulations, and guidelines governing PPPs in the Maldives.
 - This includes adherence to public procurement laws, contract law, and any specific legislation related to PPPs.
- **Government Approvals and Guarantees:** PPP projects may require specific approvals, authorizations, or guarantees from the Government of Maldives or other relevant authorities.
 - The proponent will be responsible for identifying and obtaining these approvals in a timely manner.
- **Community Consultation and Stakeholder Engagement:** PPP projects, due to their potential impact on the public, may require more extensive community consultation and stakeholder engagement processes.
 - This ensures that the views and concerns of affected communities are taken into account in the project's design and implementation.
- **Long-Term Contractual Arrangements:** PPP agreements are typically long-term contracts, requiring careful consideration of:
 - Contract duration and renewal options
 - Performance monitoring and evaluation mechanisms
 - Service level agreements and key performance indicators (KPIs)
 - Contract management and dispute resolution procedures
 - Termination clauses and exit strategies

7. Confidentiality

- a) Noonu Atoll Company recognizes the importance of protecting the confidentiality of commercially sensitive information and intellectual property contained in proposals.
- b) Noonu Atoll Company will treat all proposals, supporting documentation, and related information as confidential, subject to any legal obligations or disclosure requirements under the laws of the Maldives, including the Right to Information Act.

- c) Confidential information will only be disclosed to those individuals within Noonu Atoll Company or external advisors who have a legitimate need to know for the purpose of proposal evaluation.
- d) Proponents may be required to identify specific information within their proposals that they consider to be confidential.
- e) However, Noonu Atoll Company cannot guarantee absolute confidentiality in all circumstances, particularly where disclosure is required by law or in the public interest.

8. Intellectual Property

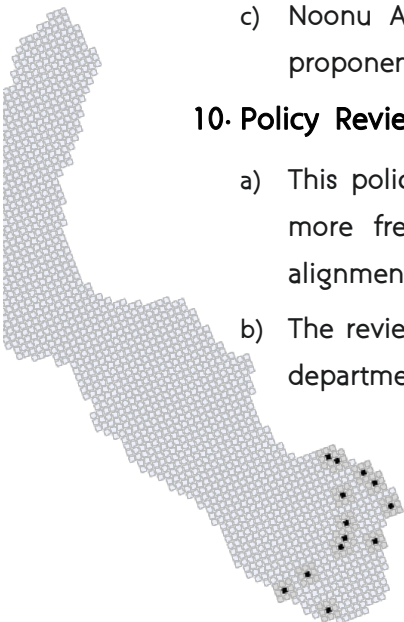
- a) The proponent will retain ownership of any pre-existing intellectual property rights (IPR) that are incorporated into their proposal.
- b) However, by submitting a proposal, the proponent grants Noonu Atoll Company a non-exclusive right to use the information contained in the proposal for the limited purpose of evaluation.
- c) Any new intellectual property developed jointly by Noonu Atoll Company and the proponent during the project implementation phase will be subject to a separate agreement on ownership, licensing, and usage rights.
- d) Noonu Atoll Company will not be responsible for any unauthorized use or disclosure of the proponent's intellectual property by third parties.

9. Costs

- a) Proponents will be solely responsible for all costs and expenses associated with the preparation, development, and submission of their proposals, including any due diligence, feasibility studies, or legal advice they may require.
- b) Noonu Atoll Company will not be liable for any costs incurred by proponents in connection with the proposal process, regardless of the outcome of the evaluation or any subsequent negotiations.
- c) Noonu Atoll Company will not provide any funding, grants, or financial assistance to proponents for the preparation of their proposals.

10. Policy Review

- a) This policy will be reviewed and updated periodically, at least once every two years, or more frequently, if necessary, to ensure its continued effectiveness, relevance, and alignment with best practices and evolving legal and regulatory frameworks.
- b) The review process will involve consultation with relevant stakeholders, including internal departments, external experts, and potential proponents.



- c) Any amendments or revisions to the policy will be approved by the appropriate authorities within Noonu Atoll Company and communicated to the public.

11. Disclaimer

- a) This policy is intended to provide a general framework for the submission and evaluation of Unsolicited Proposals and PPP proposals.
- b) It does not create any contractual rights, obligations, or liabilities between Noonu Atoll Company and any proponent.
- c) Noonu Atoll Company reserves the right to:
 - o Reject any or all proposals received, at its sole discretion.
 - o Modify or terminate the proposal process at any time.
 - o Negotiate with multiple proponents simultaneously.
 - o Waive any requirements of this policy in specific circumstances, as deemed appropriate.
- d) This policy should not be construed as a commitment by Noonu Atoll Company to enter into any agreement or contract with any proponent.

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