

should be limited to 50% so that the SPV will have more flexibility and freedom for taking decisions. Following the Delhi Metro pattern, the SPV should appoint a well-known and competent International Consultant for the planning, design and project supervision of the Airport. We understand this was the route followed for developing the modern airports at Hong Kong, Singapore, Seoul, etc. The funding of such modernization may be on a debt equity pattern of 1:1 or 2:1 as the Government may decide. In any case the Government's equity should be limited to 50% as was done in the case of Maruti Udyog Ltd. By this route the second Airport can also be got ready by the year 2010 and the Consultants can plan the expansion scheme in such a way that the present operations are not affected and they get progressively augmented to meet the needs of the growing traffic.

6.3 It is, however, for the government to take a decision whether a re-bid process should be followed for the second Airport or what has been suggested in para 6.2 is to be adopted

7. **Suggestions for improving the selection procedure for Joint Venture Partners in future:**

We make the following suggestions to improve the selection procedure for Joint Venture Partners:

7. The RFP document should be precise, transparent and explicit so that the bidders get a very clear idea of the weightages that would be given during the evaluation process.

7.2 For evaluating bids, there should be a duly constituted Tender Committee at the level, competence and composition consistent with the value and importance of the tender who will own responsibility and have accountability for the evaluation procedure. This role cannot be performed by an Inter Ministerial Group. The Tender Committee can avail the services of an Appraisal Committee if need be to assist them.