The Kingdom of Saudi Arabia recognises the importance of the air transport sector and under the direction of the King, the Prince Mohammad Bin Abdul Aziz Airport in Medina was transformed into an international airport. The airport became one of the two major gateways to Saudi Arabia and the holy city of Madinah for Hajj and Umrah pilgrim and visitors to the Prophet’s mosque.

The General Authority of Civil Aviation (GACA) of the Kingdom of Saudi Arabia set out a long-term plan to reform and liberalise the country’s airport sector. A Public-Private Partnership opportunity arose for the expansion, rehabilitation, modernisation, operation and maintenance of the Madinah Airport, the fourth busiest airport in Saudi Arabia.

The project investment was obtained through the Islamic fund from Arab National Bank, National Commercial Bank and the Saudi British Bank. The US $1.2 billion expansion plan consists of state-of-the-art facilities built in accordance with the highest international standards. The project comprises a three-level terminal covering 156,940 square metres, with 16 aircraft stands, 20 remote apron stands and 31 passenger boarding bridges. The project included the widening and extension of the runway, and construction of new taxiways for accommodating A380-size aircraft. Facilities including construction of a mosque that can accommodate 1,000 worshippers, and 20 ancillary buildings that include Hajj facilities, administrative buildings, a VIP terminal, power station and a new aircraft rescue and firefighting building.

Phase one of the airport can handle 8 million passengers per year, with the second and third phases able to handle passengers of 14 million and 27 million respectively.

In October 2011, the Build, Transfer and Operate Agreement (BTO) was signed between the General Authority for Civil Aviation and Tibah Airports Development Co. to become the first airport project in the Middle East to be fully built under a PPP structure. The project was inaugurated in July 2015 and has been awarded several prestigious awards.

The new Madinah Airport is not only a major part of the Holy City’s infrastructure, it also plays an eminent role in the socio-economic development of the region by encouraging international commerce and tourism and by generating employment opportunities.
<table>
<thead>
<tr>
<th>Alignment to QI Focus Areas</th>
<th>Mechanisms used to achieve QI alignment</th>
<th>Market Comparison Analysis</th>
</tr>
</thead>
</table>
| **Sustainability and longevity of an infrastructure asset.** | **Passenger surveys:**  
- The Passenger Satisfaction Survey reports are conducted every four months, including once annually in respect of a peak calendar month with respect to Hajj traffic (either arrival or departure) during the concession term.  
- Airport Service Quality (ASQ) Survey is conducted annually during the concession term. The objective is to achieve a ranking among the top five airports in its category (as defined by ASQ).  
**International standards:** The Private Partner was required to obtain the (a) ISO 9001 Quality Management System, (b) ISO 14001 Environmental Management System and (c) ISO 10002 Complaints Management System. Environmental Management System certifications in respect of the airport within two years of the concession term and maintain these certifications throughout the term.  
**Owners right to audit:** The ability to review actual versus reported performance is a key tool in promoting the Private Partner to fulfill the output specification requirements. The Private Partner shall "permit the [Owner] or its representatives or advisors, during normal business hours, to inspect the books, plans, financial records and other records and documents belonging to or kept by or on behalf of the [Private Partner] with respect to the Project for the purposes of ensuring compliance by the [Private Partner] with this Agreement. At its own cost and responsibility, the [Private Partner] shall also procure and install an electronic information network that will permit the [Owner] continual access to key PMIA financial, operational, maintenance and administrative information."  
| **Health and safety considerations during both construction and operation of the asset.** | **Industry standards:** The Private Partner is required to develop and operate a facility that complies with international standards. During the design phase, detailed engineering packages shall be submitted to the Independent Engineer for approval.  
| **Ability of the asset to address the needs and meet the expectations of end users.** | | **Most modern greenfield and brownfield airport projects globally are increasingly being required to focus on sustainability. While there is no uniform guidance, the sustainability requirements involve energy efficiency, clean air, noise control and proper handling of environmental hazards including effluents and fuels handling.**  
| **The Private Partner developed and maintains a safety management system manual (SMSM) meeting the standards and requirements defined in the International Civil Aviation Organization (ICAO) Safety Management Manual, and the requirements of the General Authority of Civil Aviation Regulations – Safety Management Systems.** | **The Owner’s right to audit creates some tension and promotes accurate self-reporting. The Canadian and United Kingdom PPP models also include additional penalties if the Private Partner does not report issues or does not accurately report performance.**  
| **The Safety Management Systems (SMS) for the project introduced an evolutionary process in system safety and safety management. SMS is a structured process with the obligation to manage safety with the same level of priority as other core business processes. The SMSM implementation strategies focus on:**  
- Process safety culture;  
- Compliance with standards, codes, regulations, and laws;  
- Hazard identification and risk analysis;  
- Asset integrity and reliability;  
- Engage management; and  
- Measurement and metrics for safety awareness and as a product. | **The ASQ survey is an industry standard survey used by airports across the globe. The standardised approach allows performance to be benchmarked between airports.** | | **Market Comparison Analysis** |}

1 Information available at: https://aci.aero/customer-experience-asq/asq-awards/asq-awards-categories/
### Alignment to QI Focus Areas

**Mechanisms used to achieve QI alignment**

- Occupational injuries and illnesses can be prevented through continuous improvement and dedication to its Zero Accident Policy. The Private Partner’s Occupational Health & Safety Manual to address the following areas:
  - Providing appropriate facilities for welfare at work;
  - Identifying hazards and implementing risk assessments in order to avoid the occurrence of injury;
  - Consulting with and involving employees in matters relating to their own health and safety;
  - Ensuring that control measures and emergency procedures are in place;
  - Providing training to ensure that employees are aware of any work-related hazards, as well as the protection measures;
  - Providing the necessary organisation, expertise and resources to ensure that there is effective management of health and safety throughout the Airport.

### Environmental impacts

- Madinah Airport has been awarded Leadership in Energy and Environmental Design (LEED) Gold Certificate for the recent terminal expansion from the U.S. Green Building Council (USGBC). The award makes Madinah Airport home to the first LEED Gold Certificate for an airport in the Middle East/North Africa region.
- The output specification requires an Environmental Management System that meets ISO 14001 international standards.

### Market Comparison Analysis

**International standards:** By adopting LEED and ISO to promote environmental performance, third parties are involved in assessing compliance.
- ISO 14001 Environmental Management System certification
- LEED Gold certification

**A current airport redevelopment project in North America requires both LEED Silver Certification (for design and construction and the operations and maintenance) and ENVISION Gold certification. The same project also references international standards (ISO14064 and ISO14065) for greenhouse gas quantification, validation and verification.**