

TERMS OF REFERENCE

Project Management Consultancy Services

K. Thilafushi Port Development Project

Document title	Terms of Reference — Project Management Consultancy Services
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1 Background and Project Overview

Maldives Ports Limited (MPL, “the Employer”) is the state-owned enterprise responsible for the administration, management, and development of commercial port infrastructure across the Republic of Maldives. MPL operates under the mandate to ensure safe, efficient, and sustainable port operations that underpin the nation’s trade and economic activities.

The Government of Maldives has identified the development of a major commercial port facility at K. Thilafushi as a strategic national priority. K. Thilafushi, located approximately 11 kilometres west of Male’ in Kaafu Atoll, is designated as the primary location for the new Port of Thilafushi — a facility intended to significantly increase cargo handling capacity, reduce congestion at Male’ Commercial Harbour, and serve as a long-term economic hub supporting the Greater Male’ Region.

The K. Thilafushi Port Development Project (“the Project”) is delivered as a single, integrated programme and comprises, among other elements: an international quay sized to berth two design vessels concurrently; domestic quays, including a component to be delivered on an accelerated basis; a perishable-cargo quay; dredging and reclamation works; landside terminal facilities including the container terminal yard, terminal buildings, warehouses and supporting buildings; utilities, power generation, fuel and ICT infrastructure; internal roads; and port equipment and systems.

The engineering design is being prepared by a Design Contractor. The Employer intends to deliver the construction works through one or more EPC / turnkey contracts, together with other works contracts procured by the Employer for components of the Project (collectively “the Works Contracts”; the counterparties, “the Works Contractors”). Certain early and enabling works already delivered through separate contracts managed directly by the Employer are outside the scope of this engagement, subject to the interface coordination obligations described herein.

The Employer has established a Project Management Office (PMO) as its in-house delivery organisation for the Project. The Project is transitioning from the design stage into the implementation stage.

1.1 Project Objectives

- Develop a world-class, multi-purpose commercial port at K. Thilafushi capable of handling diverse cargo volumes.
- Decongest Male’ Commercial Harbour and reduce vessel turnaround time nationally.
- Provide resilient port infrastructure that accounts for coastal dynamics, climate change, and environmental sustainability.
- Ensure all designs and works comply with international standards including relevant British Standards, Eurocodes, PIANC guidelines, and applicable Maldivian regulations.
- Establish an integrated utility and services framework including power generation, MEP, storm water management, and wastewater treatment systems.

2 Objective of the Engagement

The Employer seeks to engage a qualified and experienced Project Management Consultancy firm (“the Consultant”) to act as the Employer’s project management consultant and owner’s representative for the Project, providing integrated project management services across the full project lifecycle — design, procurement oversight, construction, testing and commissioning, handover, and the defects liability period.

The Consultant shall work under the direction of the Employer’s Project Management Office and shall exercise only such authority as is delegated to it in writing by the Employer. Approval authority rests with the Employer at all times. The Consultant shall deliver its services with the objective that the works are completed safely, on time, to specification, and within the approved budget, in compliance with the contracts and the Employer’s governance framework.

3 Scope of Services

The Consultant shall provide the following services across all Works Contracts comprising the Project, as listed in a contracts schedule maintained by the Employer and notified to the Consultant. The Employer may add works contracts to the scope of this engagement, with the corresponding services provided at the agreed schedule of rates and personnel deployment adjustments. References in this Scope of Services to the EPC Contractor apply equally to any other Works Contractor within scope. The Consultant’s remit is exercised at the level of the Works Contractors; each Works Contractor remains solely responsible for the management and performance of its own subcontractors and suppliers.

3.1 Project Management

- Represent the Employer in day-to-day project management, as delegated.
- Develop the Project Execution Plan (PEP).
- Establish project governance, reporting, and communication protocols, aligned to the Employer’s governance framework.
- Coordinate all stakeholders, including government authorities and utility providers.
- Manage interfaces between multiple contractors and third parties.

3.2 Design Management

- Review and comment on EPC design submissions.
- Verify compliance with the Employer’s Requirements and applicable standards.
- Monitor design progress against schedule.
- Coordinate design review meetings.
- Ensure value engineering opportunities are considered.
- Review constructability and operability.

3.3 Schedule Management

- Establish and maintain an integrated master programme covering all Works Contracts in scope, including the interfaces between contractors.
- Review and approve the EPC Contractor’s baseline programme.
- Monitor progress using Primavera P6 or equivalent.
- Conduct critical path analysis.

- Identify delays and recommend recovery plans.
- Verify milestone achievement.

3.4 Cost Management

- Monitor the project budget.
- Review payment applications.
- Verify quantities and completed work.
- Assess variation orders.
- Monitor contingency usage.
- Prepare cost forecasts and cash flow reports.
- Advise on cost-saving opportunities.

3.5 Procurement Oversight

- Monitor procurement of long-lead equipment.
- Review procurement schedules.
- Monitor manufacturing progress.
- Witness Factory Acceptance Tests (FAT).
- Monitor logistics and shipping.
- Review supplier quality documentation.

3.6 Construction Management

- Monitor site progress.
- Verify compliance with drawings and specifications.
- Coordinate site inspections.
- Review construction methodology.
- Monitor dredging and reclamation works, including verification of bathymetric and hydrographic surveys against design levels and tolerances.
- Monitor compliance with marine environmental controls during the works, including turbidity and dredge-plume management.
- Monitor reclamation settlement and ground improvement performance.
- Monitor productivity.
- Resolve interface issues.
- Ensure proper record keeping.

3.7 Quality Management

- Review the Contractor's Quality Management Plan.
- Conduct quality audits.
- Monitor inspections and testing.
- Review Inspection and Test Plans (ITPs).
- Witness critical inspections.
- Track non-conformance reports (NCRs).

- Monitor corrective actions.

3.8 Health, Safety, Security & Environment (HSSE)

- Review HSE plans.
- Conduct HSE audits.
- Monitor safety performance.
- Investigate major incidents.
- Ensure compliance with environmental regulations and the conditions of the Project's environmental approvals.
- Review emergency response plans.

3.9 Risk Management

- Develop and maintain the project risk register on behalf of the Employer.
- Identify emerging risks.
- Recommend mitigation measures.
- Monitor implementation of mitigation actions.
- Conduct periodic risk workshops.

3.10 Contract Administration

- Administer the EPC Contract(s) on behalf of the Employer.
- Review notices and contractual correspondence.
- Assess Extension of Time (EOT) claims.
- Evaluate variations.
- Monitor contractual compliance.
- Assist in dispute avoidance and resolution.

3.11 Document Control

- Establish document control procedures.
- Review document submissions.
- Maintain project records.
- Monitor document turnaround times.
- Ensure proper version control.

3.12 Testing & Commissioning

- Review commissioning procedures.
- Witness pre-commissioning activities.
- Witness commissioning tests.
- Verify performance guarantees.
- Coordinate system integration testing.
- Witness marine commissioning activities, including berthing trials and verification of aids to navigation.
- Review as-built documentation.

3.13 Handover & Close-Out

- Prepare the handover strategy.
- Monitor punch list completion.
- Review operation and maintenance manuals.
- Verify training requirements.
- Coordinate final acceptance.
- Support the Employer's operational readiness activities, including interfaces with the Employer's operations and equipment teams.
- Support defects liability period management.
- Review final accounts.
- Prepare the project completion report.

3.14 Stakeholder & Regulatory Coordination

- Liaise with government agencies.
- Coordinate statutory approvals.
- Monitor permit compliance.
- Manage stakeholder communications.

3.15 Reporting

The Consultant shall provide regular reports to the Employer, including:

- Weekly progress reports.
- Monthly executive reports.
- Cost reports.
- Schedule reports.
- Risk reports.
- Quality reports.
- HSE reports.
- Dashboard / KPI reports.
- Early warning notices.

3.16 Digital Project Controls

- Implement project dashboards.
- Monitor KPIs.
- Use BIM (if applicable).
- Integrate schedule, cost, and risk reporting.
- Manage digital document systems.

4 Key Deliverables

The Consultant shall produce and submit, as a minimum, the following deliverables. All deliverables shall be submitted in electronic (PDF and editable) format, with hard copies as directed by the Employer.

Ref	Deliverable	Timing
D-01	Inception Report & Methodology Statement	Within four (4) weeks of commencement
D-02	Project Execution Plan (PEP)	Within eight (8) weeks of commencement; updated per phase
D-03	Project Management Manual	Within twelve (12) weeks of commencement
D-04	Baseline Schedule Review	Following EPC baseline submission
D-05	Monthly Progress Reports	Monthly, by the 5th working day of the following month
D-06	Risk Register	Established at inception; maintained and reviewed monthly
D-07	Cost Reports	Monthly, with quarterly forecast updates
D-08	Change Register	Established at inception; maintained continuously
D-09	Quality Audit Reports	Per audit programme
D-10	HSE Audit Reports	Per audit programme
D-11	Commissioning Readiness Reports	Ahead of each commissioning stage
D-12	Practical Completion Recommendation	At completion of each contract
D-13	Final Completion Report	At Project close-out

5 Consultant Team and Qualifications

5.1 Firm-Level Requirements

- Minimum fifteen (15) years of experience providing project management, owner's representative, or owner's engineer services for large-scale port, marine, or coastal infrastructure projects.
- Demonstrable experience on at least three (3) comparable owner-side project management or owner's engineer assignments for port or marine infrastructure projects of comparable scope within the past ten (10) years, including at least one container or multi-purpose commercial port.
- Demonstrated experience administering EPC / design-build contracts under FIDIC forms on behalf of employers.
- Proven capability across marine structures, dredging and reclamation, civil infrastructure, port buildings, utilities and power, cargo handling equipment, and environmental management.
- Experience in island, coastal, or Small Island Developing States (SIDS) contexts is highly desirable.
- ISO 9001 Quality Management System certification or equivalent; ISO 14001 and ISO 45001 are desirable.
- Professional indemnity insurance commensurate with the services, and the financial capability to sustain a multi-year deployment (audited financial statements for the last three years to be submitted).
- Firms that have prepared or are preparing designs for this Project, are engaged or intend to be engaged in its construction or hold a commercial relationship with the Design Contractor or any prospective EPC Contractor, are not eligible to submit.

5.2 Key Personnel Requirements

The Consultant shall provide, as a minimum, the following key personnel. CVs of all key personnel shall be submitted and will be evaluated; key personnel are locked to the contract, and substitution requires the Employer's prior written approval on an equal-or-better basis.

Position	Minimum qualification and experience	Deployment
Project Director	MEng/MSc in Engineering or equivalent; Chartered Engineer; 20 years in major port / marine infrastructure; engagement-level oversight on comparable assignments	Part-time; monthly in-country presence
Project Manager	MEng/MSc Civil, Structural or Port Engineering; Chartered Engineer; PMP or equivalent; 18 years, of which 7 in senior project management roles on comparable port / marine projects	Full-time
Deputy Project Manager	BEng/MEng Civil or related; PMP or equivalent; 12 years on major infrastructure projects	Full-time, site-based
Planning & Scheduling Engineer	BEng or equivalent; 10 years planning major infrastructure; advanced Primavera P6	Full-time
Cost Control Manager	BSc QS / Engineering or equivalent; RICS or equivalent preferred; 12 years cost management on major projects	Full-time
Contract Manager	Degree in QS, Law or Engineering; 12 years EPC / design-build contract administration under FIDIC forms	Full-time
Claims Specialist	Degree in QS, Law or Engineering; FIDIC-accredited or equivalent; 12 years EOT and claims assessment	Intermittent, as required
Design Manager	MEng/MSc; Chartered Engineer; 15 years managing multi-disciplinary design for port / marine projects	Full-time during design; thereafter as required
Civil Engineer	BEng Civil; Chartered preferred; 10 years heavy civil / port infrastructure	Full-time during construction

Structural Engineer	BEng/MEng Structural; Chartered Engineer; 10 years port / industrial structures	As required
Mechanical Engineer	BEng/MEng Mechanical; Chartered preferred; 10 years port / industrial systems incl. cargo handling equipment	As required
Electrical Engineer	BEng/MEng Electrical; Chartered preferred; 10 years HV/LV distribution, port electrical infrastructure, lighting, SCADA	As required
Marine / Port Engineer	MSc Coastal, Maritime or Structural Engineering; Chartered Engineer; 15 years quay wall and marine structure design / review	Full-time during marine works
Dredging Specialist	BEng/MSc; 12 years dredging and reclamation works, including environmental controls	During dredging and reclamation campaigns
Geotechnical Engineer	MSc Geotechnical or Civil Engineering; Chartered Engineer; 12 years coastal / marine ground conditions and ground improvement	Intermittent, as required
QA/QC Manager	BEng or equivalent; ISO 9001 lead auditor preferred; 12 years QA/QC on major infrastructure	Full-time during construction
HSE Manager	NEBOSH Diploma or equivalent; 12 years HSE management on major construction projects, marine works preferred	Full-time during construction
Environmental Specialist	MSc Environmental Engineering or Science; 12 years environmental compliance for marine / coastal projects	Periodic, per monitoring programme
BIM Manager	Degree in Engineering / Architecture or equivalent; 8 years BIM implementation on infrastructure projects	As applicable
Commissioning Manager	BEng or equivalent; 12 years testing and commissioning of port systems, utilities and equipment	From testing and commissioning phase
Document Controller	Relevant qualification; 8 years document control on major projects; EDMS administration	Full-time

6 Governance, Reporting and Communication

The Consultant shall operate under the direct supervision and reporting line of the Employer's Project Management Office (PMO), with executive reporting to the Employer's senior management. The Employer's Board is engaged on exceptions, at statutory approval points, and on a summary basis as part of the Employer's standard governance cycle.

- Weekly progress reports covering schedule, cost, risk, quality, HSE and issues, submitted to the PMO.
- Monthly executive reports, submitted by the 5th working day of the following month, integrating schedule, cost, risk, quality, HSE, and KPI dashboards.
- Quarterly executive briefing reports to the Employer's senior management, summarising programme status, key concerns, and resolution of outstanding matters.
- Early warning notices issued to the PMO as risks or events emerge, without waiting for the reporting cycle.
- Formal design review and progress meetings per the agreed meeting schedule; ad hoc technical meetings and site visits as required by the Employer.
- Formal review comments on contractor submissions issued within ten (10) working days of receipt, unless otherwise agreed in writing.
- A shared electronic document management system, approved by the Employer, maintained for the duration of the engagement.
- All correspondence, reports, and technical documents in English.

7 Contract Arrangements

Item	Details
Contract type	Time-based monthly fees against the approved personnel deployment schedule, plus reimbursable expenses per a schedule of rates
Contract duration	[To be confirmed] months from commencement, covering the EPC design and construction period, testing and commissioning, and the defects liability period
Extension option	The Employer reserves the right to extend the engagement subject to mutual agreement
Governing law	Laws of the Republic of Maldives
Language	English
Payments	Monthly, based on approved invoices and certified deliverables
Performance security	5% of contract value — bank guarantee from a licensed Maldivian bank

8 Submission Requirements

Firms responding to this TOR shall submit a Technical and Financial Proposal comprising the following.

8.1 Technical Proposal

- Company profile and organisational overview.
- Understanding of the assignment and proposed methodology, including the proposed approach to project governance, project controls, and interface management, and an outline Project Execution Plan.
- Relevant project experience with references — at least three (3) comparable owner-side project management or owner's engineer assignments.
- Proposed team structure, deployment schedule, and CVs of all key personnel.
- Work plan and schedule for the engagement.
- Quality assurance approach, document management methodology, and digital project controls approach.

8.2 Financial Proposal

- Schedule of monthly fees per key personnel position, aligned to the proposed deployment schedule.
- Schedule of time-based rates for additional services.
- Schedule of reimbursable expense items and travel provisions.
- Total financial proposal in MVR — clearly separating fees and reimbursables.

8.3 Supporting Documents

- Certificate of Incorporation / Business Registration.
- Valid tax compliance certificate.
- Audited financial statements for the past three (3) years.
- ISO 9001 (or equivalent) certification; ISO 14001 / ISO 45001 where held.
- Professional indemnity insurance certificate or commitment to obtain.

9 Evaluation Criteria

Proposals will be evaluated using a Quality and Cost Based Selection (QCBS) methodology with the following weighting.

Criterion	Sub-criteria	Weight
Technical (80%)	Firm experience and track record in owner-side project management of port / marine infrastructure	25%
	Proposed team — qualifications and relevant experience	30%
	Methodology, approach and work plan	15%
	Understanding of the assignment	10%
Financial (20%)	Financial proposal	20%
Total		100%

10 General Conditions and Notes

- The Employer reserves the right to reject any or all proposals without assigning reasons and is not obliged to accept the lowest cost proposal.
- All information provided in this TOR and responses thereto is confidential and shall not be disclosed to third parties.
- Joint ventures or consortia are permitted provided a lead entity is clearly identified and all members are jointly and severally liable.
- Sub-contracting of key roles specified in Section 5.2 is not permitted without prior written approval from the Employer.
- The Consultant must declare any conflict of interest with the Design Contractor, prospective EPC Contractor(s), other contractors, designers, or suppliers engaged on the Project. Independence is a continuing obligation for the duration of the engagement.
- Procurement of this engagement is conducted in accordance with the Employer's procurement procedures.
- The Employer will bear no costs associated with the preparation or submission of proposals.
- Canvassing of the Employer's staff or Board members will result in automatic disqualification.

11. Contact Information and Submission

Organization	Maldives Ports Limited
Address	MPL Building, Bodufalhi Magu, K. Male' 20121, Republic of Maldives
Email	tender@port.mv
Pre-bid Meeting	23 rd July 2026 11:00 GMT+5
Proposal Submission Deadline	29 th July 2026 14:00 GMT+5

BID DATASHEET

The following information and requirements related to the Engineering Design Review Consultancy Services for K. Thilafushi Port Development Project shall complement, supplement, or amend the provisions contained in the Instructions to Bidders. In the event of any conflict between the Instructions to Bidders, this Data Sheet, and any annexes or references attached hereto, the provisions contained in this Data Sheet shall prevail and govern.

DS No.	Data	Specific Instructions / Requirements
DS 1.	Announcement No.:	(IUL)113-PD/1/2026/76
DS 2.	Title of Tender:	Engineering Design Review Consultancy Services for K. Thilafushi Port Development Project
DS 3.	Country / Region Location:	Male' / Maldives
DS 4.	Period of Bid Validity commencing on the submission date	☒ 90 days
DS 5.	Acceptable Currency of Bid	☒ Maldivian Rufiyaa (MVR) ☒ United States Dollar (USD)
DS 6.	Deadline for submitting requests for clarifications/questions	Date and Time: 28th July 2026 14:00 GMT+5
DS 7.	Contact Details for submitting clarifications/questions	tender@port.mv
DS 8.	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	☒ Direct communication to prospective Proposers by email
DS 9.	No. of copies of Bids that must be submitted	Original: One (1)
DS 10.	Proposal Submission Address	Maldives Ports Limited, Port Building, Boduthakurufaanu Magu, Male'
DS 11.	Deadline of Submission	Date and Time: 29th July 2026 14:00 GMT+5
DS 12.	Allowable Manner of Submitting Proposals	☒ Courier/Hand Delivery ☒ Electronic submission (email to tender@port.mv)
DS 13.	Date, time and venue for opening of Proposals	Date and Time: July 29, 2026 2:00 PM Venue: MPL Head Office. Opening will be done internally
DS 14.	Required Documents to be Submitted with the Proposal	☒ Tender Submission Form ☒ Technical Proposal ☒ Financial Proposal (Quotation) ☒ Company Profile

DS No.	Data	Specific Instructions / Requirements
		☒ Relevant Experience ☒ Proposed Methodology ☒ Work Plan and Project Schedule ☒ Proposed Team Structure and CVs of Key Personnel ☒ Details of Company Shareholders ☒ Company Registration ☒ Audited Financial Statements (Last Three Years) ☒ Professional Indemnity Insurance Certificate or Commitment to Obtain ☒ ISO 9001 Certificate (or equivalent), if applicable ☒ GST Certificate (If applicable) ☒ Tax Compliance Certificate ☒ Conflict of Interest Declaration ☒ Compliance Declarations

Announcement Number: (IUL)113-PD/1/2026/76
Bid submission Date: 29th July 2026 14:00 GMT+5

BID SUBMISSION FORM

Subject:

**Amount MVR/USD with
GST (if applicable)**

Amount in Words:

Bid Validity (Days):

Company Name/Name:

Date:

Contact No:

**Company Registration /
Certificate of
Incorporation No**

Company Seal / Signature

Note:

- **Without this Bid Submission form your proposal will not be accepted.**
- Please fill in all the contents in this form.
- Companies shall submit a copy of their Certificate of Incorporation or Business Registration.
- Bidders shall submit the completed Conflict of Interest Declaration.
- GST Registration Certificate shall only be submitted where applicable.
- Foreign bidders are not required to submit shareholders' details or copies of identification documents unless specifically requested by the Employer during the evaluation process.
- Proposals may be submitted electronically to tender@port.mv or by courier/hand delivery in accordance with the Bid Data Sheet.

CONFLICT OF INTEREST DECLARATION

To: Maldives Ports Limited (MPL)

Subject: Conflict of Interest Declaration

Date:

Tender Title: Engineering Design Review Consultancy Services for K. Thilafushi Port Development Project

[The Bidder shall fill in and submit this form with the Bid]

I, the undersigned, as the authorized signatory for **[Insert Company Name]**, hereby declare the following:

1.1 Does your company, any director, employee, or agent of the company have any actual or potential conflict of interest with any MPL personnel, other bidders, or third parties involved in this tender?

☐ **Yes**

☐ **No**

If **Yes**, please provide details of the conflict of interest below:

Details of Conflict of Interest (if applicable):

[Insert specific details of the conflict, including any relationships or interests that may cause bias, interference, or an unfair advantage in the tender process.]

It is mandatory to declare all Conflict(s) of Interests to any Maldives Ports Limited Employee/Board of Directors/any Vendor, financial, non-financial or otherwise.

The disclosure must be made as per the table below

Employee/Director Name	NID No.	Designation & Department	Relationship

Commitment to Fairness and Ethical Conduct

1. Should we become aware of the potential for such a conflict, will report it immediately to Maldives Ports Limited.
2. That neither we, nor any of our employees, associates, agents, shareholders, partners, consultants or their relatives or associates have entered into corrupt, fraudulent, coercive or collusive practices in respect of our bid or proposal.
3. We understand our obligation to allow Maldives Ports Limited to inspect all records relating to the preparation of our bid and any contract that may result from such, irrespective of if we are awarded a contract or not.
4. That no payments in connection with this procurement exercise have been made by us or our associates, agents, shareholders, partners or their relatives or associates to any of the staff, associates, consultants, employees or relatives of such who are involved with the procurement process on behalf of Maldives Ports Limited, Client or Employer.

DECLARATION

We confirm that this declaration is made in good faith, with full understanding of its implications under the applicable laws of the Maldives.

Authorized Signatory:

Signed on behalf of [Bidder Name]:

Name: __

Position: __

Address: __

Date: __

Authorized Representative:

(Signature)

(Company Seal, if applicable)