بسم الله الرحمن الرحيم

MALDIVES PORT DEVELOPMENT

TERMS OF REFERENCE

Appointment of a Project Management Firm

K. Thilafushi Port Development Project

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1 Background and Project Overview

Maldives Port Development Pvt Ltd ("MPD" or the "Employer") is responsible for the development and delivery of the K. Thilafushi Port Development Project. MPD is committed to delivering safe, efficient, resilient and sustainable port infrastructure that supports the Maldives' long-term trade and economic development.

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. MPD intends to deliver the construction works through one or more EPC / turnkey contracts, together with other works contracts procured for components of the Project (collectively, the "Works Contracts"; the counterparties, the "Works Contractors"). Certain early and enabling works delivered through separate arrangements are outside the scope of this engagement, subject to the interface coordination obligations described herein.

MPD has established, or will designate, a Project Management Office (PMO) as its delivery organisation for the Project. The Project is transitioning from the design stage into the implementation stage. MPD shall remain the Employer and contracting party for the proposed Project Management Firm engagement.

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

MPD invites Expressions of Interest from qualified and experienced project management firms (each an "Applicant") for the proposed appointment of a Project Management Firm to act as MPD's owner's representative. The anticipated assignment may cover design management, procurement oversight, construction, testing and commissioning, handover and the defects liability period.

The purpose of this EOI is solely to assess market capability and identify and shortlist suitably qualified firms. Shortlisted Applicants may subsequently be invited to participate in a detailed Request for Proposals (RFP) process. No appointment or commitment shall arise from this EOI. The final scope, contractual responsibilities, authority, deliverables, programme and commercial requirements will be set out in the RFP and Project Management Services Agreement. Approval authority shall remain with MPD at all times.

3 Scope of Services

The following is an indicative scope provided to assist Applicants in understanding the nature and scale of the anticipated assignment and in demonstrating relevant capability. The appointed Project Management Firm may be required to provide services across the Works Contracts forming part of the Project. The final scope, contract packages, interfaces and delegated authority will be confirmed in the RFP and Project Management Services Agreement. Each Works Contractor will remain responsible for managing and performing the work of its 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 MPD'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 MPD'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 MPD's operational readiness activities, including interfaces with MPD'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

Indicative reporting outputs under the anticipated engagement may include:

- 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 Project Management Firm 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 Project Management Firm Team and Qualifications

5.1 Firm-Level Requirements

- Minimum twenty-five (25) years of experience providing project management, owner's representative, or owner's engineer services for large-scale port, marine, or coastal infrastructure projects. Where the EOI is submitted by a joint venture, associate partnership or consortium, this requirement shall be met by the lead firm.
- Joint ventures and associate partnerships are permitted. An international firm may bid by engaging local subconsultants.
- Both local and international experience will be considered together in assessing the requirements of this Section 5.1, as the Employer intends to select a Project Management Firm applying leading international practices.
- 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.
- 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 Project Management Firm 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	Relevant qualification with 20 years in major Project Management works; engagement-level oversight on comparable assignments	Not Stationed ; Available on Client Request
Project Manager	MEng/MSc Civil, Structural or Port Engineering; 12 years, of which 5 in senior project management roles on comparable port / marine projects. Familiar with FIDIC-accredited or equivalent; EPC / design-build contract administration under FIDIC forms, including EOT and claims assessment	Full-time
Cost Control Manager	BSc QS / Engineering or equivalent; RICS or equivalent preferred; 8 years cost management on major projects	Full-time
Civil & Structural Engineer	BEng/MEng Civil or Structural; 12 years heavy civil / port infrastructure and port / industrial structures / marine structures	Full-time during construction
Marine / Port Engineer	MSc Coastal, Maritime or Structural Engineering; 12 years quay wall and marine structure design / review	Full-time during marine works
Marine Coordinator	Relevant qualification in marine, coastal or port engineering or equivalent; 8 years coordination of marine works and marine operations interfaces on port / marine projects	Full-time during marine works
Geotechnical Specialist	BEng/MSc Geotechnical or Civil Engineering; 12 years dredging and reclamation works and coastal / marine ground conditions and ground improvement, including environmental controls	As required
Mechanical & Electrical Engineer	BEng/MEng Mechanical or Electrical; Chartered preferred; 10 years port / industrial mechanical systems (incl. cargo handling equipment) and HV/LV distribution, port electrical infrastructure, lighting, SCADA	As required
Environmental Specialist	MSc Environmental Engineering or Science; 12 years environmental compliance for marine / coastal projects	Periodic, per monitoring programme
Health and Safety Engineer	NEBOSH Diploma or equivalent; 8 years health and safety management on major construction projects, marine works preferred	Full-time during construction
Document Controller	Relevant qualification; 8 years document control on major projects; EDMS administration	Full-time

6 Governance, Reporting and Communication

The Project Management Firm 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	Monthly lump-sum fee for the services, payable against the approved personnel deployment schedule. The monthly lump sum is inclusive of all personnel costs, overheads and expenses; no separate reimbursable expenses are payable.
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, on the basis of the agreed monthly lump-sum amount, against approved invoices and certified deliverables

8 EOI Submission Requirements

Applicants shall submit an Expression of Interest containing the information specified below. The EOI shall demonstrate the Applicant's qualifications and capacity to undertake the anticipated assignment. A financial proposal is not required at this stage.

8.1 EOI Submission Requirements

- 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 Information

- No financial proposal or fee quotation shall be submitted at the EOI stage. Commercial and financial proposals will be requested only from shortlisted Applicants through the subsequent RFP process.

9 Shortlisting Criteria

EOI submissions will be evaluated on the basis of the following qualification and capability criteria. MPD may shortlist the highest-ranked Applicants that satisfy the eligibility and minimum qualification requirements.

Criterion	Assessment basis	Weight
Firm capability and experience	Comparable owner-side project management / owner's engineer assignments for port and marine infrastructure	35%
Proposed resources	Indicative team structure and relevant experience of proposed key personnel	25%
Approach	Understanding of the assignment and proposed approach	20%
Project controls	Quality assurance, document management and digital project-controls capability	10%
Availability	Capacity, availability and ability to mobilize	10%
Total		100%

10 General Conditions and Notes

- The Employer reserves the right to reject any or all EOI submissions without assigning reasons and is not obliged to shortlist any Applicant.
- The Employer reserves the right to invite shortlisted Applicants to participate in a subsequent RFP process for the services.
- All information provided in this TOR and responses thereto is confidential and shall not be disclosed to third parties.
- Joint ventures, associate partnerships or consortia are permitted provided a lead entity is clearly identified and all members are jointly and severally liable. An international firm may bid by engaging local subconsultants.
- Sub-contracting of key roles specified in Section 5.2 is not permitted without prior written approval from the Employer.
- The Project Management Firm 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.
- The Employer will bear no costs associated with the preparation or submission of EOI submissions.
- Canvassing of the Employer's staff or Board members will result in automatic disqualification.

11 Contact Information and Submission

Organization	Maldives Port Development Pvt Ltd
Address	c/o Maldives Ports Limited, MPL Building, Boduthakurufaanu Magu, K. Male' 20121, Republic of Maldives
Email	procurement@mpd.mv
EOI Submission Deadline:	15th September 2026, 14:00 hrs (GMT+5)