بسم الله الرحمن الرحيم

MINISTRY OF INFRASTRUCTURE, HOUSING AND URBAN DEVELOPMENT
MALE', REPUBLIC OF MALDIVES

TERMS OF REFERENCE

Consultancy Services for the Preparation of Rasmale' Master Plan

Iulaan Number: (IUL)491-CDS3/491/2026/182

Issued Date : 10th November 2026

1. Background

The Government of Republic of Maldives, through the Ministry of Infrastructure, Housing and Urban Development is initiating a landmark urban development project, Rasmale', a newly reclaimed island in Fushi Dhiggaru Lagoon, spanning approximately 500 hectares.

Rasmale' is envisioned as a sustainable city that will set a global benchmark for ecological urbanism and climate resilient design, development with initiatives to reduce emissions and to pursue carbon neutrality via renewable energy or other clean low-carbon technologies. Accordingly, its Master Plan will serve as a climate-risk adaptive island planning model, embedding resilience across all aspects of development, ranging from infrastructure and housing to public spaces and transport systems.

The project aims to:

- Accommodate over 150,000 residents within the next 20 years
- Operate mainly on renewable energy systems
- Aim to pursue carbon neutrality via renewable energy or other clean low-carbon technologies
- Enhance resilience to climate change and disaster risks, ensuring long-term liveability and security.
- Establish a model tailored to the Maldivian context, addressing the nation's geographic, environmental and socio-economic realities while ensuring compatibility with global standards of sustainable urbanism.

This TOR seeks to appoint a consultancy service for the development of Master Plan for Rasmale'.

2. Objective

The consultancy aims to:

- Develop a comprehensive Master Plan for Rasmale' that ensures ecological sustainability, economic vitality and social inclusivity, while functioning as a climate risk-adaptive island planning model. The plan shall embed resilience across all dimensions of development.
- Deliver development framework, integrating renewable energy, sustainable infrastructure including mobility solutions, tailored to the island context.

The consultancy services will support the government's vision by delivering a comprehensive master plan that sets out detailed strategies and frameworks, thereby facilitating the efficient and effective execution of development initiatives. The plan must also address the unique realities of Maldivian context, on the climate vulnerability, thereby provide and imperative measures for climate adaptation.

On behalf of the Government of Maldives, the Ministry of Infrastructure, Housing and Urban Development (MoIHUD) shall serve as the Implementing Agency for the project. As, the Implementing Agency will be responsible for coordinating with all stakeholders and beneficiaries throughout the course of the project. In addition, the Implementing Agency will provide the necessary support to secure relevant information and ensure compliance with all applicable national laws, including but not limited to the Urban Development Act (No. 28/2024), Physical Planning Act (No. 16/2024), Environmental Protection and Preservation Act (No. 4/93) and Construction Act (No. 4/27). Furthermore, the Implementing Agency shall ensure adherence to all other applicable laws, regulations and government directives.

3. Scope of Services

The Government of Maldives seeks a consultancy firm for the development of the Master Plan for Rasmale' (hereinafter referred to as the "Project").

The specific services shall include, but not be limited to, the following:

3.1 Review and Baseline Studies

- Review all existing documentation, reclamation reports, environmental assessments and policy frameworks relevant to Rasmale'

3.2 Strategic Urban Development Framework

- Define a long-term vision guiding principles, and development objectives for Rasmale'.

3.3 Land Use and Zoning Plans

- Prepare the Land Use Plan (LUP) for the entire island including:
  - Residential, commercial, civic, industrial, cultural & recreational zones etc.
  - Allocation of public and community facilities (education, healthcare, sports, civic centers etc).
  - Designation of conservation areas ecological buffers and resilience zones to safeguard biodiversity and protect against climate hazards.
  - Promote compact, mixed use, and high-density development that reduces environmental footprint and strengthens adaptive capacity.
- Formulate zoning regulations, density thresholds, building heights and subdivision standards
- Integrate flexible phasing mechanisms to accommodate evolving urban demands

3.4 Coastal Infrastructure Output

- The consultancy firm shall submit coastal infrastructure plans of conceptual layouts for coastal edge typologies, coastal protections, any ports, harbours, ferry terminals, waterfront infrastructure, marine access and any navigation channels.

3.5 Stakeholder Engagement and Collaboration

- Develop and implement a structured stakeholder engagement plan.
- Engage government agencies, local authorities, communities, NGOs, private sector, and development partners.
- Integrate stakeholder perspective into Master Plan iteration, ensuring local ownership

3.6 Master Plan

The master plan should include, but not limited to the followings;

- Land use and zoning plans as in item 3.3
- Green and Blue Infrastructure Plan
- Mobility Plan prioritizing public transport, walkability, cycling and reduced car / cycle dependency.
- Utilities and infrastructure plan
- Inclusive and accessible public spaces, designed to support both community needs and climate resilience.
- Coastal infrastructure output as in item 3.4
- Stakeholder Engagement and collaborations

The Consultancy firm shall work closely with the Ministry of Infrastructure, Housing and Urban Development and relevant stakeholders, with the objective of identifying the most economically viable, environmentally sustainable, and technically feasible solutions. The master plan must ensure optimal land use while addressing key urban challenges such as climate resilience, accessibility, mobility, infrastructure efficiency and resource management. Interventions related to coastal protection, waterfront infrastructure or marine facilities should be specially planned to minimize disruptions to marine ecosystems, navigation, and inter-island connectivity.

4. Reporting

The Consultancy firm shall provide reports for each phase of the Scope of Services, in both hard copy and digital formats. All submissions must include but not limited to relevant maps, diagrams, GIS data sets, and visualizations and will be subject to review by the Ministry. The performance and competencies of the Project Team shall be demonstrated through consistent reporting.

4.1 Inception Report

- This report shall outline the Consultancy firm's workplan, team composition and updates work schedules with key milestones as per the scope of services.

4.2 Land Use and Draft Master plan Report

- Comprising the Land Use Plan, zoning standards, green and blue infrastructure strategies, mobility plan, utilities framework, utilities and infrastructure plan, coastal zone plan.

4.3 Stakeholder Engagement Report

- Documentation of consultations, feedback and incorporation of inputs into plan revisions.

4.4 Final Master plan and Planning Report

- The Final master plan as stated in item 3.6 including the final 3D visualizations.
- All data and outputs shall be prepared in accordance with internationally recognized data format standards (e.g., GIS shapefiles, CAD files, editable text formats, and high-resolution 3D models) and handed over in both editable and final formats.
- The Planning report which includes the Strategic Urban Development Framework (item 3.2), details of the proposed land uses and a summary of planning process undertaken in preparing the master plan.

5. Key Expertise and Project Team Requirements – Proposed Team

While the actual staffing and composition is up to the consultancy firm to propose, it is expected that a period of 10 weeks will be required to undertake this assignment. The composition of the consultancy team should include but not limited to specialist skills at an appropriate level and experience of urban development planning, land use management, climate risk resilience in urban planning and coastal zone management planning.

All consultancy work shall be carried out by qualified professionals, using internationally recognized tools, methodologies and practices in line with sustainable urban planning and development standards. The scope of services requires competencies across urban planning, mobility planning, sustainability sciences and coastal engineering.

Thus, the consultancy firm's team should at least consist of the following key specialists;

5.1 Urban Planning Specialist

- Should have a minimum of Master's degree or equivalent in urban planning or land use planning
- Minimum of 5 years of experience in the field of urban planning / land use planning in Maldives or in similar context.
- Knowledge and experience of both land use planning related, and socio-economic context of Maldives and its islands are also desirable for the qualification of the urban planning specialist.
- Experience in strategic plan development, stakeholder engagement and urban development planning

5.2 Specialist in Urban Development

- Should have completed a professionally accredited built environment related course at Bachelor's level or above.

- Minimum of 5 years of working experience in the design and implementation of projects or programmes in relation housing and urban development in Maldives or in similar context.
- Good understanding of technical and organizational aspects of implementation of urban development projects in Maldives.

5.3 Coastal Engineer

- Should have a minimum of Master's degree or equivalent in Coastal Engineering
- Should have at least 5 years of local experience in the field of coastal engineering and design in Maldives or in similar regions
- Should have knowledge and experience in relation to coastal planning in reclamation works.

5.4 Infrastructure specialist

- Should have a minimum of Bachelor's degree in Infrastructure Planning, Civil Engineering or related field.
- Should have knowledge of planning of substantiable infrastructure systems, including energy, water supply, wastewater, solid waste, and utilities.
- Should have at least 5 years of relevant experience in Maldives or in similar regions.

5.5 Transport and Mobility Specialist

- Should have a minimum of Bachelor's degree in Transport Planning, Traffic Engineering or related field.
- Should have knowledge in transport planning specifically leading the development of an integrated mobility framework covering public transport, transit systems, walkability and reduced car dependency as well as carrying out traffic assessment and proposing solutions to efficient transport and mobility.
- Should have at least 5 years of relevant experience.

5.6 The Consultancy Team must have the relevant experience in integrating Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) into urban or island development plans. The Consultancy team should also have experience in 2030 Agenda for sustainable development and national development priorities of the Maldives or similar SIDs, excellent research in addition to analytical skills including quantitative methodologies.

5.7 The Consultancy Team must have the relevant experience required to carry out the tasks given in the TOR. The experience must include effective engagement to complete the consultation efficiently. Good writing skills in English is necessary.

6 The Proposal

The consultancy firms are invited to submit Technical Proposal and Financial Proposal, to provide the consultancy services as per the TOR. The Client reserves the right to accept or reject any Proposal and to terminate the tendering process without awarding a contract. The parties should be aware that it is unlikely that the client will be able to go forward with any proposals that fail to meet the statutory and essential requirements set out in these TOR.

All proposals in response to TOR should include the following components:

a) Organization and Staffing

- The composition of the work team, identifying the team leader and the experience of each team member on similar projects
- A signed CV of the proposed members should be submitted together with the proposals
- An organization chart with names of the key specialists, technicals and support staffs who are assigned to the project should also be submitted
- The team members identified in the Consultancy firm's Proposal shall be fully available to the project for its duration. The Client reserves the right to terminate the contract if the Party's core team (Urban Planning Specialist, Urban Development Specialist, Coastal Engineer,

Infrastructure specialist, Transport and Mobility Specialist) requires removal or substitution at a later stage, except under unforeseen circumstance, which shall require the client's prior approval.

- Joint Venture, Partnership or Association with international firms may be formed to enhance the capacity of the applicant. When submitting bid proposal, the JV must nominate and authorize the lead party. A contractual agreement signed between the parties briefly outlying the responsibilities of the parties involved should be submitted.
- In case of Joint Venture, Consortium or Association, collective experience will be considered.
- Interest foreign firms are also invited to submit letter of interest and a proposal responding to the requirements of these terms of reference.
- All foreign firms are required to register in the Business Registry of the Ministry of Economic Development, Transport and Trade, before commencing on any business activity in Maldives at the time of contract award, but not at the bid submission stage.

b) Technical approach, methodology and work plan

In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the outputs required, and the degree of detail of such output. You should highlight the problems being addressed and their importance and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate into a feasible working plan.

7 Deliverables

Description	Timeline
Inception Report	Week 1
Land Use and Draft Master plan Report	Week 2 – Week 4
Stakeholder Engagement Report	Week 5 – Week 7
Final Master plan and Planning Report	Week 8 – Week 10

8 Duration

Task	Duration
Formulation of Rasmale' Master plan and Planning Report	10 weeks

9 Services and Facilities Provided by the Employer

- The Ministry will provide the Consultancy firm with all available and relevant data, maps, studies, and background information pertaining to Rasmale' and surrounding context to support the execution of services.
- The Ministry will assign designated counterpart personnel to facilitate coordination and communication with other Government ministries, agencies and stakeholders involved in the project.
- The Ministry will appoint a focal person responsible for coordinating approvals, clearances, and other administrative processes. The consultancy firm shall provide technical assistance and supporting documentation as necessary to enable timely approvals.

10 Evaluation of the Proposal

Technical evaluation will be conducted based on the following criteria for the team.

a) Specific experience of the consultancy firm in relevant to the assignment **15%**

b) Technical approach, methodology and work plan **25%**

- i. Technical Approach, methodology & work plan [10]
- ii. Organization and staffing [15]

c) Key specialist staff qualifications and competence **60%**

- i. Urban Planning Specialist
  - a. Qualification [7.5]
  - b. Relevant Experience [7.5]
- ii. Specialist in Urban Development
  - a. Qualification [7.5]
  - b. Relevant Experience [7.5]
- iii. Coastal Engineer
  - a. Qualification [5]
  - b. Relevant Experience [5]
- iv. Infrastructure specialist
  - a. Qualification [5]
  - b. Relevant Experience [5]
- v. Transport and Mobility Specialist
  - a. Qualification [5]
  - b. Relevant Experience [5]

1. The minimum technical score (St) required to pass is 75 points
2. S(f) = 100 x (Fm/F), in which S(f) is the financial score, Fm is the lowest price and F the price of proposal under consideration.
3. The weights given to the Technical [T] and Financial [F] Proposals are T=[0.7] and F=[0.3]
4. Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights stated above. (T = the weight given to the Technical Proposal; F = the weight given to the Financial Proposal; T+P = 1). Final Score, S = (St) x [T] + (Sf) x [F].
5. The party achieving the highest combined technical and financial scores will be selected.

11 Payment Schedule

Installation of Payment	**Deliverables**	**Approval by**	**% of Payment**
1st Installment	Inception Report	PPUD	10%
2nd Installment	Land Use and Draft Master plan Report	PPUD	35%
3rd Installment	Stakeholder Engagement Report	PPUD	20%
4th Installment	4.1 Final Master plan and Planning Report	PPUD	35%

12 Documents to Submit

I. Technical Proposal (Envelope 1)

i. Cover letter
ii. Proposal for carrying out the assignment including the technical approach, methodology and workplan
iii. Profile / Portfolio of the business entity
iv. CV of all team members (including the following)
    a. Qualification certificate copy (attested)
    b. Details of the work experience related to the assignment / similar assignments completed in the past by the team members
v. Registration copy of the business entity
vi. Company profile received from Ministry of Economic Development, Transport & Trade (where applicable)
vii. SME Registration Certificate (if applicable).
viii. GST registration copy (if applicable).
ix. Tax clearance (the tax clearance report must be dated after the TOR published date) (All local registered firms should submit)

II. Financial Proposal (Envelope 2)

i. The Consultancy firm shall submit a lump-sum price for the complete consultancy work, covering all services, activities, personnel, deliverables.
ii. The consultancy firm shall clearly state the total quoted price and whether taxes are included or excluded and the quoted price shall be valid for 120 days
iii. The consultancy firm shall provide the Firm's financial statements Information Sheet section 4 (Annex 1 and 2) along with supporting documents
iv. If the Consultancy firm is less than one year old from the establishment of the business, a bank account statement shall be submitted

Note: Consultancy Firm that obtain a minimum score of 75 from Technical Evaluation will be subjected to Financial Bid Opening.

13 Pre-bid meeting and bid submission

There will be no pre-bid meeting for this tender. Consultancy firms are required to submit any questions or requests for clarification needed to prepare their proposal by 24th November 2026 before 1200hrs

Please send all inquiries to bids@infrastructure.gov.mv

Clarifications will be provided to the Consultancy firms 26th November 2026 by 1200hrs

Bid submission will be as follow as below:

This procurement will be conducted as a Single-Stage, Two-Envelope Bid. Accordingly, the Technical Proposal and Financial Proposal shall be submitted in separate sealed envelopes, and both envelopes shall be enclosed within one sealed envelope for submission. Envelopes should be clearly labelled with the project title, Consultancy Firm's name, submission date, and address.

Consultancy firms are required to submit their proposals physically to the address specified below, on or before the stated date and time. Any proposal submitted after the specified submission deadline will be disqualified. Proposals submitted through online platforms, email, or any other electronic means will not be accepted and will be disqualified.

Ministry of Infrastructure, Housing and Urban Development
Ground Floor, Reception
Dharubaaruge,
Ameenee Magu,
Male', Maldives

Date: 06th December 2026
Day: Sunday
Time: 0900hrs

14 Awarding

The bid will be awarded to the Consultancy firm who achieves the highest total score based on the evaluation criteria.

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