



TERMS OF REFERENCE

Consultancy Services for Conducting Surveys, Master Planning, Concept Design, and Preparation of Technical Specifications, including Tender Documents, for the Development of Malé Center Point – Maldives.

1. Background

Malé, the capital of the Maldives, is an archipelago comprising over 1,190 islands. With a population of approximately 211,908 – 41% of the country's total, including both residents and migrant workers, concentrated within a land area of just 8.3 km², Malé serves as the political, commercial, educational, and healthcare hub of the nation. It is widely recognized as one of the most densely populated cities in the world, with a continuously expanding workforce.

On December 12, 2024, a major fire broke out in the Tinu Building (Block 392- Figure 1), which formerly housed the Ministry of Housing, Land, and Urban Development (MHLUD) and the Ministry of Construction, Housing, and Infrastructure (MCHI), previously known as the Ministry of Construction and Infrastructure. The fire quickly spread to the adjacent Green Building, which accommodates the Ministry of Climate Change, Environment, and Energy (MCCEE), as well as a separate structure housing the corporate department of the former MHLUD. Additionally, an office of the Malé City Council, located within the same plot as the Tinu Building, was affected. The Fire and Rescue Services - Maldives National Defence Force (MNDF) successfully extinguished the fire, preventing any fatalities.

Following the incident, the affected ministries have been relocated to Dharubaaruge, Malé's premier convention center, which features multipurpose halls and smaller event spaces. These halls are now being repurposed as office spaces for MCHI, MCCEE, and the Planning Office of the Ministry of Finance and Planning (MoFP).

The area left vacant by the fire, along with its surrounding neighborhood (Figure 1), has been designated as Malé Center Point (MCP), a government-led redevelopment initiative aimed at optimizing land use.



Given Malé’s severe land scarcity and congestion, the MCP is envisioned as a mixed-use development featuring office spaces, residential areas, parks, and upgraded ferry terminal. The existing food court area will also be transformed into a more functional and aesthetically pleasing space.

The neighborhood has been occupied by warehouses and medium-rise buildings with inefficient horizontal expansion. The redevelopment plan aims to enhance land utilization, improve traffic flow through strategic urban planning, and construct new government office buildings. Currently, many government offices operate from rented premises, imposing a significant financial burden on the state budget. The new development will integrate essential infrastructure while addressing key urban challenges such as accessibility, inclusivity, and the provision of modern facilities to create a more efficient and livable capital city.



Figure-1: Map of Center Point Location

2. Objectives

The objective of this consultancy is to conduct a comprehensive survey, develop a master plan, conceptualize the design, and prepare the necessary technical specifications and tender documents for the development of Malé Center Point (MCP). This initiative aims to optimize land utilization in the fire-affected area and its surrounding neighborhood by transforming it into a well-planned, sustainable, and efficient mixed-use development.

The proposed development shall include the key functional areas as outlined below:



- **Government Office Spaces** – Dedicated government office building and co-working space
- **Residential Areas** – Mixed residential units.
- **Commercial Spaces** – Retail and business hubs to support economic activity.
- **Public Parks & Open Spaces** – Green areas for recreation, or multipurpose usage.
- **Upgraded Ferry Terminal** – Upgraded with smart transportation features.
- **Food Court & Public Amenities** – Redevelopment of the existing food court for optimized use and a more pleasant environment.
- **Infrastructure & Traffic Management** – Improved Road networks, pedestrian pathways, and accessibility features.

The consultancy services will support the government’s vision by delivering a strategic framework that includes detailed planning, architectural concepts, and technical documentation, facilitating the efficient and effective execution of the MCP development.

On behalf of the Government of Maldives, the Ministry of Construction, Housing and Infrastructure (MCHI) will serve as the Implementing Agency for the project. Implementing Agency will be the lead agency in coordinating with the stakeholders and beneficiaries during the pre-construction and construction phase. Implementing Agency shall also provide support in getting any necessary information to achieve compliance to the necessary local laws and regulations.

3. Scope of Services

Government of Maldives now seeks a consultancy firm for development of the Master Plan, Concept Design, detailed employer’s requirement, survey, technical documentation and bidding documents for the engagement of a Design and Build Contractor to develop the Male’ Center Point (hereinafter collectively to be referred as the “Project”).

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

- a. Review all existing documentation on the Project and assist the government in defining the functional and aesthetical requirements of the Project.
- b. Develop the concept design of 40-storey mixed used buildings accommodating offices, commercial and retail space, residential, parking, and other required amenities in the block 392.
- c. Develop the Master Plan for Malé Center Point, incorporating smart city solutions, advanced digital infrastructure, and technology-driven urban management to enhance efficiency, sustainability, and connectivity.



- d. Prepare detailed Employer's requirements including Concept Design, Design Criteria, Technical Specifications for the Project;
- e. Carry out feasibility study and an economic impact assessment for the proposed Project;
- f. Carry out preliminary cost estimate of the Project;
- g. Conduct the necessary surveys, primarily topographic and traffic surveys (including marine traffic at the ferry terminal), along with the required analyses to support the development of the Concept Design and other design deliverables.
- h. Engage with relevant stakeholders and prepare a comprehensive stakeholder engagement assessment.
- i. Prepare tender and contract documentation in accordance with the requirements of the Ministry of Finance and Planning. Tender documentation must include Instruction to Bidders, General and Specific Conditions of Contract (form of contract shall either be FIDIC Silver Book), Technical and Financial capacity evaluation criteria, Employer's Requirements including Technical Requirements, Schedule of Rates and any other documents deemed required for the successful seeking of a Construction Contractor on a design and build basis;
- j. Notwithstanding any specific references, there is presumption that all the design Services for the Project, shall be carried out in accordance with Eurocodes.
- k. Assistance to Employer during tender evaluation process and selection of a suitable contractor;
- l. Incorporate any additional requirement of the Funding Agency / Institute

In addition, the Consultant is responsible for exploring various development options in collaboration with the Employer and relevant stakeholders to identify the most economically viable and technically feasible solution for Malé Center Point (MCP). The proposed development must ensure optimal land use while addressing key urban challenges such as accessibility, infrastructure efficiency, and environmental sustainability. Also, any modifications to the ferry terminal, waterfront infrastructure, or quays must be designed to minimize disruptions to marine traffic in the surrounding areas.

4. Reporting

Competencies of the Project Team Monthly consultant's performance report thereafter describing of key issues, cost status, schedule status with achievements, any other necessary information, as required must be submitted in addition to the following reports for each Phase of the consultancy.

- a. Inception report within two weeks of contract signing– outline work plan of the consultant, team composition, and updated work schedules with key milestones as per the scope of services.



- b. Preliminary conceptual design report, feasibility report and economic impact assessment report for government discussion and approval. This report shall be presented to relevant government agencies.
- c. Design and Build Tender document comprising of the Employer's requirement and other documents for bidding.
- d. Monthly consultant's performance report thereafter describing of key issues, cost status, schedule status with achievements, any other necessary information, as required.
- e. Tender evaluation report.

5. Competencies of the Project Team

All engineering work shall be performed by experienced personnel, and the Consultant shall use the necessary tools to perform the engineering work in a professional manner and in accordance with accepted engineering practices.

The scope of works listed above broadly requires competencies in civil, structural, mechanical, electrical engineering, surveying and construction management, pre-construction, construction and post-construction.

As a minimum the consultant's team shall comprise of these experts with the minimum qualifications and carry out the following responsibilities. Use of local professionals is highly encouraged where available;

The key expertise required for consulting services and construction supervision is:

1.1. Team Leader

1.1.1 Qualifications;

- a. He/She should hold a Master's or Bachelor's degree in Civil Engineering, Urban Planning, Architecture, Project Management, or a related field. Minimum 10–15 years in urban development, infrastructure projects, and stakeholder coordination. The Team Leader shall have extensive knowledge and experience in planning, administration, detailed design, tender documents and large-scale infrastructure developments.

1.1.2 His/her responsibilities shall include but not be limited to:

- a. Overall coordination of the Consultant's team of experts and any other matters related to the smooth execution of the consulting services contract.



- b. Overall responsibility for management and the project liaison with the Employer, and all authorities concerned with matters relevant to the design;
- c. Oversees the entire project, ensures coordination between disciplines, manages stakeholder communication, and ensures project deliverables are met within time and budget. In addition, the following services are expected to be carried out by the Consultants' team.

Consultant is required to submit their experts with the minimum years of similar work experience for not less than 7 - 10 years and education qualification of the proposed expert required to carry out the services.

1.2. Urban Planner/ Master Planning Expert	<ul style="list-style-type: none"> a. Master's or Bachelor's degree in Urban Planning, City & Regional Planning, or Architecture. b. Leads the master planning process, ensures optimal land use, zoning compliance, and develops a sustainable urban development framework.
1.3. Architect / Concept Design Specialist	<ul style="list-style-type: none"> a. Master's or Bachelor's degree in Architecture or Urban Design. b. Develops the architectural concept for the mixed-use development, ensuring functionality, aesthetics, and efficient space utilization.
1.4. Civil Engineer / Infrastructure Specialist	<ul style="list-style-type: none"> a. Master's or Bachelor's degree in Civil Engineering. b. Designs infrastructure elements such as roads, utilities, and site development, ensuring feasibility and compliance with engineering standards.
1.5. Transport and Traffic Engineer	<ul style="list-style-type: none"> a. Master's or Bachelor's degree in Transportation Engineering, Civil Engineering, or a related field b. Conducts traffic impact assessments, including marine traffic analysis, and proposes solutions for efficient transport and mobility.
1.6. Environmental and Sustainability Expert (should be a registered consultant at Environment Protection Agency)	<ul style="list-style-type: none"> a. Master's or Bachelor's degree in Environmental Science, or Environmental Engineering. b. Evaluates environmental impacts, integrates sustainability measures, and ensures compliance with environmental regulations. c. Preparation of an environmental and social management plan for the construction works.



1.7. Marine or Coastal Engineer	<ul style="list-style-type: none"> a. Master's or Bachelor's degree in Coastal Engineering, Marine Engineering, or Civil Engineering. b. Designs and evaluates waterfront infrastructure, ferry terminals, and ensures proper clearance for marine navigation.
1.8. Surveyor	<ul style="list-style-type: none"> a. Bachelor's degree in Surveying, Geomatics, Geospatial Science, or Civil Engineering. b. Conducts topographic and hydrographic surveys to provide accurate site data for planning and design.
1.9. Structural Engineer	<ul style="list-style-type: none"> a. Master's or Bachelor's degree in Structural Engineering or Civil Engineering. b. Ensures the structural integrity of proposed buildings, waterfront developments, or any such design features.
1.10. Quantity Surveyor	<ul style="list-style-type: none"> a. Bachelor's degree in Quantity Surveying, Construction Management, or Civil Engineering. b. Prepares cost estimates, feasibility analyses, and ensures budget optimization.
1.11. Stakeholder Engagement Specialist	<ul style="list-style-type: none"> a. Master's or Bachelor's degree in Social Sciences, Public Policy, Urban Planning, or a related field. b. Engages with stakeholders, gathers input, and prepares stakeholder engagement assessments.
1.12. Legal and Procurement Specialist	<ul style="list-style-type: none"> a. Bachelor's or Master's degree in Law, Procurement Management, or Business Administration. b. Prepares tender documents, ensures regulatory compliance, and advises on legal aspects of land use and development.

6. Deliverables

All final reports and documents shall be submitted in English, including one (1) hard copy and one (1) electronic copy. Draft reports and documents may be submitted electronically to the Employer.

All reports and documents shall initially be submitted in draft form. The Employer will review these submissions and provide feedback to the Consultant within four (4) weeks of receipt. The review period may be extended as necessary.

Once the draft report has been reviewed by the Employer and the Consultant has addressed all comments related to the reports, drawings, and designs, the final report shall be submitted. Additionally, all relevant data and any information gathered for the project shall be submitted alongside the draft report for the Employer's consideration.



7. Duration

The successful party must be available to commence the services in April 2025 and the maximum duration to complete the services is 3 months.

8. Services and Facilities Provided by the Employer

- a) The Employer will furnish all available and related data, maps and information required for the execution of the services.
- b) The Employer will assign counterpart personnel for the purpose of liaison with other Government agencies.
- c) The Employer will make available a focal person to co-ordinate procurement approvals, and other clearances, approvals as required from the Client (with technical assistance provided by the consultant as necessary).

9. Interested firms must provide specific information which demonstrates that they are fully qualified to perform the services (background of the proponent's technical expertise, description of any similar assignments undertaken, experience in similar conditions, availability of appropriate skills among staff, value of those services etc.) The shortlisting criteria are: (i) A minimum of **15** years general experience in related field, (ii) A minimum of **10** years particular experience in similar works. Availability of Key Experts. Key Experts will not be evaluated at the shortlisting stage. However, firms are required to clearly state the proposed position for each Key expert proposed.

10. Prospective firms are requested to submit a letter of interest and a proposal that includes but not limited to the requirements outlined in the Terms of Reference (TOR) and the following information:

- **Letter of Interest:** A brief cover letter introducing your company and explaining your interest and approach to the project along with your capability to deliver this consultancy assignment.
- **Company Profile:** A concise overview of your company, encompassing its background, and expertise, along with any relevant certifications, awards, or industry recognition along with international exposure related to projects of similar nature.
- **References:** Past 10-year references that demonstrates the Consultants' ability to meet Employers' specific requirements.
- **Brief Concept:** Provide a concise description of the proposed concept in accordance with international standards and information acquired through a brief study of the site context.



- **Methodology:** Furnish a brief yet comprehensive overview of the technical approach, methodology, and work plan proposed by your consultancy firm to successfully complete the assignment.
- **Project Team:** An organizational structure along with a detailed list of key personnel. This should clearly identify the key members of your project team, detailing their roles and relevant experience in similar projects.
- **Financial Information:** Audited financial statement of the most recent 3 years and any other document(s) proving the financial capacity of the consultancy firm.
- **Additional Information:** Provide any additional information that you believe would be relevant to this consultancy project.