

Global Marine Contract Packaging & Interface Risk Monitor: July 2026

Global practice monitor | IMWO-REP-2026-07-CONTRACTS | Version 1.1
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Ten international marine programmes show where delivery risk moves from one contract or responsible party to another. The comparison follows civil works, dredging, reclamation, marine utilities, vessel procurement, approvals, terminal concessions, operating agreements and owner handovers from procurement through mobilisation and acceptance.

10	34	10	5
tracked programmes	selected report citations	Confirmed records	world regions

DATA CUTOFF	19 July 2026
COVERAGE	Ten public IMWO project records in Australia, Belgium, Canada, India, Jordan, Senegal, Singapore, and Spain, spanning greenfield ports, terminal expansion, coastal utility systems, CO2 export infrastructure, capital dredging, reclamation, fleet procurement and operating handoffs at financing, tender, award, construction, and delivery stages.
AUDIENCE	Port and utility owners, contractors, consultants, lenders, insurers, procurement teams, commercial managers, and specialist suppliers deciding where a marine package begins, which party owns each interface, and what evidence closes delivery.
ACCESS	Open web report: https://imwo.org/reports/report-contract-risk.html

EXECUTIVE VIEW

Findings from the fixed evidence set

Package visibility, interface ownership, predecessor conditions and acceptance records determine the real risk inside the ten programmes.

FINDING 01

Programme finance, concession, and marine works contract are different records

Contrecoeur separates a CAD 1.16 billion infrastructure loan, a progressive design-build in-water arrangement, and a future DP World construction and operating agreement. Valencia separates the public main-works contract from TIL's 50-year terminal concession. Aqaba-Amman separates lender commitments, the concession, signed terms, financial close, and later EPC execution. New Mangalore separates the INR 3.67093 billion tender estimate, the INR 3.150425 billion award, delivery of a new tug, port acceptance and the start of a 15-year service term. None of those values or signatures can substitute for the next package-specific delivery record.

FINDING 02

One port programme can carry several procurement models at once

Vadhvan combines an awarded nearshore EPC package, a proposed offshore breakwater package, an offshore dredging and reclamation HAM procurement, separate borrow-area investigation, and planned PPP terminal development. Reporting the Cabinet programme estimate or foundation ceremony as one marine award would erase the bidder field, payment model, material-source risk, security package, and acceptance clock that belong to each procurement lane.

FINDING 03

The marine package ends where another controlled interface begins

Ndayane's dredging and reclamation assignment must release stable geometry and formation to quay, yard, utility, navigation, and terminal packages. Antwerp's quay contract must connect a berth and dredged access to a separately financed CO2 export terminal, local pipeline network, carrier interface, and permanent storage chain. A package can finish its physical scope while the integrated commercial system remains unavailable.

FINDING 04

Marine utilities concentrate design, temporary works, and operating risk

Alkimos joins shore-launched tunnels, offshore risers, piled intake structures, a diffuser, lifting, grouting, exclusion zones, fauna controls, plant commissioning, and ten years of operations inside an alliance delivery model. Aqaba-Amman adds a shoreline intake lagoon, cofferdams, a temporary jetty, trenching, floated and sunk outfall sections, diffuser performance, power supply, and a 438-kilometre conveyance system. Interface responsibility must be explicit before a single progress percentage can be meaningful.

FINDING 05

Permits and material routes are predecessor conditions, not editorial footnotes

Port Hedland's award still sits behind a federal sea-dumping permit gate and a tightly controlled disposal, traffic, hydrography, fauna, and Harbour Master interface. Vadhvan's Daman investigation defines a possible sand source without proving borrow approval or production suitability. Valencia identifies reuse of dredged material where feasible without turning that intent into accepted platform volume. Material ownership, suitability, transport, placement, and reconciliation belong in the package baseline.

FINDING 06

Brownfield and greenfield interfaces demand different risk registers

Contrecoeur and Antwerp must manage existing industrial-port, environmental, demolition, vessel-access, and stakeholder conditions while separating preparatory activity from in-water execution. Ndayane and Vadhvan must form new channels, reclamation, protection, and terminal interfaces across wider greenfield programmes. The package description should therefore state existing-asset condition, access constraints, owner-furnished surveys, third-party operations, and responsibility for latent conditions rather than relying on the megaproject label.

FINDING 07

Civil handover is not terminal or operating release

Tuas requires completed reclamation and marine works to pass progressively from MPA to PSA for terminal construction, systems, equipment, and operations. Valencia follows a similar civil-to-concessionaire chain, while Ndayane must connect dredged access and reclaimed land to berth structures, navigation services, security, customs, staffing, and vessel trials. The close-out evidence must name the transferred asset, accepted geometry, residual defects, interface conditions, and receiving party.

FINDING 08

Qualification should follow the package, not the programme headline

A dredging and reclamation bidder, quay-wall contractor, tunnel alliance, terminal operator, tug charterer, environmental monitor, survey specialist, and marine equipment supplier face different predecessor information, design obligations, production records, securities, insurances, and acceptance tests. The ten cases support a bid review built around the exact package boundary: who provides surveys and permits, who owns material and temporary works, who coordinates adjacent contracts, and which document moves risk at handover.

CALCULATED SNAPSHOT

What the included records show

Every count uses the same ten-project denominator at the stated cutoff. Phase and confidence counts are reproduced directly from the linked public project records; regional counts use the same records' published region fields.

Tracked programmes Basis: 10 of 10 included records 10 All ten records satisfy the named-project, package-structure, marine-scope, source, and confidence rules.
Confirmed records Basis: 10 of 10 included records 10 Every case is supported at Confirmed confidence by identifiable owner, authority, lender, regulator, procurement, or delivery-party evidence.



EVIDENCE TABLE

10 included project records

Ten Confirmed project records form the denominator. Each linked page exposes the owner, delivery parties, procurement route, works package, marine interface, current gate, and complete project source trail.

Project names link to the full public record, including scope, watchpoints, image credit, update history, and structured sources.

#	Project	Market	Phase / confidence	Current evidence state
1	Vadhvan Greenfield Deep-draft Port	India Asia Pacific	tender Confirmed	The approximately 200-hectare nearshore reclamation and shore-protection EPC package is awarded; as of 15 July 2026, the owner tender page lists the offshore dredging, reclamation and protection-bund HAM package closing on 17 July and the Daman marine-sand investigation closing on 15 July, while no award or AOC is published for either package or for the 10.14-kilometre offshore breakwater
2	Valencia North Terminal quay and automated terminal works	Spain Europe	construction Confirmed	Main quay works under construction after the Q4 2024 start

#	Project	Market	Phase / confidence	Current evidence state
3	Antwerp Kanaaldok B2 liquid CO2 export quay	Belgium Europe	construction Confirmed	Quay-wall construction and marine works in progress
4	Alkimos Seawater Desalination Plant marine tunnels and offshore structures	Australia Asia Pacific	construction Confirmed	Intake tunnel and offshore piling complete; outfall tunnel and diffuser installation remained active after the original June 2026 marine-work window
5	Port of Montreal Contrecœur Container Terminal	Canada Americas	construction Confirmed	Site preparation under way; a quay-wall crane is installed and the owner recorded a 13-15 July sheet-pile delivery window, but the works log still does not evidence pile driving, dredger mobilisation, or accepted vessel access
6	Port of Ndayane Deep-water Port and Container Terminal	Senegal Africa	construction Confirmed	Marine works and container-terminal construction are active; the access channel, reclamation, quay and terminal packages remain under delivery, while 2028 is a government operating target rather than an accepted opening date
7	Aqaba-Amman National Water Carrier marine works	Jordan Middle East	financing Confirmed	Final technical and legal agreement signed; financial close still pending as of 7 July 2026
8	Tuas Port Phase 2 reclamation and terminal development	Singapore Asia Pacific	delivery Confirmed	Owner reports Phase 2 reclamation at 79.5% as of December 2025; its March 2026 target for handing six completed berths to PSA remains unverified, while current marine notices confirm active delivery
9	Port Hedland Zone 5 Bypass Channel	Australia Asia Pacific	award Confirmed	A\$50 million dredging contract awarded; federal sea-dumping application remains an open evidence gate before September mobilisation
10	New Mangalore Port 60T battery-electric tug charter	India Asia Pacific	award Confirmed	Fifteen-year charter awarded on 30 June 2026; construction, delivery, port acceptance and service commencement remain ahead

METHOD AND BOUNDARIES

How this edition was assembled

Ten public IMWO project records make up the fixed comparison at the 19 July 2026 cutoff. Every programme is named, carries Confirmed support from an accountable source and has enough evidence to separate at least two commercial or technical responsibility layers. Procurement route, package scope, marine interface, phase, delivery parties and primary sources are read together. Only the latest evidenced phase contributes to the count. Financing, concessions, civil or marine works, vessel procurement, environmental permissions, terminal systems, operating handoffs and acceptance remain distinct evidence states. The exercise compares visible practice; it does not estimate global contract volume or undisclosed legal allocation.

Confidence rule

Only Confirmed public project records are included; Reported, Watching, and unstructured market signals are excluded from every calculation.

Limitations

Most public announcements reveal programme structure but omit the executed contract, full schedules, risk registers, insurance, securities, design responsibility matrix, change mechanism, measurement rules, ground-risk allocation and acceptance criteria. Programme investment, tender estimates, financing values and award values therefore remain separate. Tender scope is not award; award is not mobilisation or vessel construction; construction percentage is not package acceptance; and a terminal concession or service charter does not demonstrate asset handover or operating performance. The comparison covers visible structures only and is neither legal advice nor an inference about undisclosed obligations.

EDITION RECORD

Publication and revision trail

Edition identifier: IMWO-REP-2026-07-CONTRACTS

Current revision: Version 1.1. Version 1.1 adds New Mangalore Port's awarded 15-year battery-electric tug charter, taking the fixed comparison to ten projects in five regions and adding the vessel-delivery, shore-charging, acceptance and service-start handoff.

Review cycle: Monthly evidence review; material package awards, contract changes, responsibility transfers, or acceptance events can trigger an interim dated revision.

Suggested citation: [International Marine Work Organization \(2026\). Global Marine Contract Packaging & Interface Risk Monitor: July 2026 \(Version 1.1, IMWO-REP-2026-07-CONTRACTS; data cutoff 19 July 2026\).](#)
<https://imwo.org/reports/report-contract-risk.html>

Evidence access

The fixed project-level evidence table is available as CSV:

<https://imwo.org/global-marine-contract-packaging-interface-risk-july-2026.csv>. The linked project pages carry the full source trail used for project-level verification.

REPORT-LEVEL SOURCE REGISTER

Sources used to establish the edition boundary

1. Contract for near-shore reclamation and shore protection for Vadhvan Port / Jawaharlal Nehru Port Authority / Vadhvan Port Project Limited / 31 December 2024. [Open source](#)
Awarded nearshore EPC package boundary.
2. Status of Work - Vadhvan Port Project Limited / Vadhvan Port Project Limited / Current owner-posted file reviewed 14 July 2026. [Open source](#)
Owner package register and award-state boundary.
3. Package 2B offshore reclamation and dredging on PPP-HAM / Vadhvan Port Project Limited / Current tender presentation reviewed 14 July 2026. [Open source](#)
Separate offshore HAM scope, commercial structure, and technical envelope.
4. North Terminal Valencia Port / European Investment Bank. [Open source](#)
Lender definition of the quay, reclamation, deepening, and physical-start boundary.
5. Port Authority awards the North Terminal main works / Valenciaport. [Open source](#)
Owner award for the main civil works.
6. TIL receives the 50-year North Terminal concession / Valenciaport. [Open source](#)
Separate terminal concession and private-investment boundary.
7. Port Authority of Valencia 2024 annual accounts / Valencia Port Authority. [Open source](#)
Signed annual accounts confirming the main-works award and physical start.
8. Construction of quayside Kanaaldok B2 / Port of Antwerp-Bruges. [Open source](#)
Port-owned quay-wall, demolition, dredging, and berth package.
9. Antwerp@C CO2 Export Hub receives EUR 144.6 million of EU funding / European Climate, Infrastructure and Environment Executive Agency / 26 June 2023. [Open source](#)
EU funding boundary for the wider export hub rather than the quay contract.
10. Fluxys c-grid Antwerp appointed local CO2 network operator / Fluxys / 23 March 2026. [Open source](#)
Separate local CO2 network operator and system-interface boundary.
11. Alkimos Seawater Desalination Plant project and July 2026 marine work update / Water Corporation, Western Australia / July 2026. [Open source](#)
Owner status for the alliance, tunnel, offshore structure, and marine-work interfaces.
12. Alkimos marine construction fact sheet / Water Corporation, Western Australia / 2025. [Open source](#)
Marine construction methods and tunnel-to-offshore-structure interfaces.
13. Jacobs to support design, construction and operations for seawater desalination plant / Jacobs / 19 April 2024. [Open source](#)
Alliance design, construction, and operating responsibility.
14. Landmark CAD 1.16 billion CIB loan for the Contrecoeur terminal / Canada Infrastructure Bank / 9 April 2026. [Open source](#)
Project financing boundary rather than a marine contract value.
15. DP World in Canada and the MPA sign joint development agreement / DP World / 8 September 2025. [Open source](#)
Separate landside developer and future operator agreement.

16. Agreement with Pomerleau and Aecon for design of the in-water works / Montreal Port Authority / 28 February 2024. [Open source](#)
Progressive design-build arrangement for the in-water works.
17. Amended Decision Statement for the Contrecoeur Port Terminal Expansion Project / Impact Assessment Agency of Canada / 27 November 2025. [Open source](#)
Amended federal conditions controlling the marine and environmental interfaces.
18. DP World kicks off maritime construction at new USD 1.2 billion port in Senegal / DP World / 18 December 2024. [Open source](#)
Developer record for maritime construction and the defined first-phase port scope.
19. DP World and Senegal sign agreement to develop Ndayane Port / DP World / 23 December 2020. [Open source](#)
Developer and operator agreement, investment, and phased-development boundary.
20. New project: deep-water port in Senegal / Jan De Nul Group / 17 February 2025. [Open source](#)
Defined access-channel dredging and reclamation assignment.
21. Final technical and legal agreement for the National Water Carrier / Jordan News Agency (Petra) / 21 April 2026. [Open source](#)
Signed technical and legal agreement boundary.
22. Aqaba-Amman Water Desalination and Conveyance Project financing approval / Asian Infrastructure Investment Bank / 25 March 2026. [Open source](#)
Financing and whole-system project definition.
23. 2025 AAWDC environmental and social impact assessment non-technical summary / National Carrier Project Company / JICA disclosure / December 2025. [Open source](#)
Marine intake, outfall, temporary works, and environmental interface definition.
24. Thirty-year Aqaba-Amman desalination and conveyance concession / SUEZ / 15 January 2025. [Open source](#)
Thirty-year concession and delivery-party structure.
25. Development of Tuas Next Generation Port Phase 2 begins / Maritime and Port Authority of Singapore / 4 July 2019. [Open source](#)
Owner definition of the Phase 2 reclamation and terminal-development sequence.
26. Tuas Terminal Phase 2 reclamation, wharf, and dredging award / Penta-Ocean Construction / 1 March 2018. [Open source](#)
Joint-venture reclamation, wharf, and dredging award.
27. MPA reports Phase 2 reclamation about 75% complete / Maritime and Port Authority of Singapore / 15 January 2025. [Open source](#)
Owner-reported 75 percent reclamation boundary.
28. Port Marine Notice No. 43 of 2026: work at Tuas Terminal Phase 2 / Maritime and Port Authority of Singapore / 18 March 2026. [Open source](#)
Current marine-work-zone evidence without final package acceptance.
29. Contract awarded for Port Hedland Zone 5 Bypass Channel / Pilbara Ports / 22 June 2026. [Open source](#)
Owner award and September mobilisation target.
30. Zone 5 Bypass Channel Environmental Review Document / Pilbara Ports / EPA Western Australia / 7 April 2026. [Open source](#)
Environmental envelope, production method, quantity, and placement controls.
31. Sea-dumping application and permit register / Australian Department of Climate Change, Energy, the Environment and Water / Current register reviewed 15 July 2026. [Open source](#)
Federal sea-dumping application and permit gate.
32. Statement of contracts awarded during June 2026 / New Mangalore Port Authority / June 2026. [Open source](#)
Successful tug-charter consortium, award value, work-order date and 15-year term.
33. Chartering of Green Tug compliant with the Green Tug Transition Programme / New Mangalore Port Authority / 26 June 2025. [Open source](#)
Public procurement record and tender-document entry point.
34. Tender for chartering one 60T battery-electric green tug / New Mangalore Port Authority / 26 June 2025. [Open source](#)
Vessel, delivery, charging, monitoring, acceptance and service baseline.

This report is a dated research snapshot, not an investment forecast, procurement recommendation, legal opinion, endorsement, or delivery commitment. Verify current project and tender evidence before acting.