

**Terms of Reference
of the Independent Expert Panel**

In respect of the Hong Kong section of the Guangzhou-Shenzhen-Hong Kong Express Rail Link (XRL) project :

- (a) to review the project management, monitoring, and cost control mechanisms of the MTR Corporation Limited (MTRCL) on the implementation of XRL project - covering systems, processes, practices and modus operandi of the Corporation;
- (b) to review the monitoring mechanism adopted by the Hong Kong SAR Government over the delivery of the XRL project - covering the interface between MTRCL and the Highways Department over the XRL project; the system, processes, practices and modus operandi of the Highways Department in supervising the implementation of the XRL project; as well as the overseeing role and modus operandi of the Transport and Housing Bureau; and
- (c) to identify systemic and any other problems involved in project implementation and supervision, and to make recommendations on measures for improving the above systems, processes and practices, where appropriate.