

Tamil Nadu Coastal Restoration Mission – TNSHORE Project
Early Market Engagement Notification



Government of Tamil Nadu
FOREST DEPARTMENT

Tamil Nadu Coastal Restoration Mission, Metros - CMRL HQ,
Nandanam, Chennai – 600 035.

INVITATION FOR EARLY MARKET ENGAGEMENT (EME)
Notification No. 67/TNCRM-2/2026

The Chief Mission Director, Tamil Nadu Coastal Restoration Mission, Chennai invites responses from eligible and experienced consulting firms for Early Market Engagement (EME) for various consultancy assignments. The detailed EME Document, Terms of Reference (ToRs) and Standard Response Forms are available at <https://tngcc.tn.gov.in/tenders/>

Interested consulting firms may submit their responses on or before **03.09.2026** at **3.00 PM (IST)** to:

Email: tamilnaducoastalmision@gmail.com

Note: This EME is intended solely for market consultation and does not constitute a procurement process or consultant selection.

Sd/-
Chief Mission Director,
Tamil Nadu Coastal Restoration Mission,
Chennai.

1. Background

The Government of Tamil Nadu, through the Department of Environment, Climate Change and Forests (DoECCF), is implementing the Tamil Nadu Strengthening Coastal Resilience and the Economy (TN SHORE) Programme with financial assistance from the International Bank for Reconstruction and Development (IBRD), World Bank. The Programme aims to strengthen coastal resilience through integrated interventions that promote biodiversity conservation, sustainable coastal management, climate resilience, Blue Economy initiatives, environmental sustainability and livelihood enhancement across the coastal districts of Tamil Nadu.

Tamil Nadu has one of India's longest coastlines, extending approximately 1,069 km across fourteen coastal districts, supporting ecologically significant coastal and marine ecosystems, including mangroves, wetlands, seagrass meadows, sandy beaches, estuaries and coral reef ecosystems. These natural resources provide critical ecological services while supporting the livelihoods of coastal communities through fisheries, tourism and other coastal economic activities. However, increasing pressures from climate change, coastal hazards, pollution and unplanned development necessitate integrated planning and sustainable management interventions.

To support the implementation of key components under the TN SHORE Programme, the Government proposes to engage specialized consulting firms for a number of strategic consultancy assignments involving multidisciplinary expertise in areas such as conservation planning, coastal and marine ecology, sustainable tourism, policy formulation, environmental interpretation, infrastructure planning, financial sustainability and project implementation support.

Considering the technical complexity and strategic importance of these assignments, TN SHORE intends to undertake an Early Market Engagement (EME) prior to initiating the formal procurement process. The EME is intended to engage with experienced consulting firms and industry experts to obtain market feedback on the proposed consultancy assignments, validate the Draft Terms of Reference (ToRs), assess the proposed staffing requirements, level of effort, assignment duration and indicative cost estimates, and identify opportunities to strengthen the consultancy requirements through industry best practices and innovative approaches.

The recommendations received through the EME will assist TN SHORE in refining the Draft Terms of Reference, developing realistic cost estimates and ensuring that the subsequent procurement process is based on sound market intelligence and current industry practices while achieving value for money.

This document outlines the purpose and objectives of the Early Market Engagement, the proposed consultancy assignments, the information requested from interested consulting firms, and the process for submission and review of responses. The detailed Draft Terms of Reference for each consultancy assignment are enclosed as annexures to this document.

Participation in this Early Market Engagement is entirely voluntary and is intended solely for market consultation. This exercise does not constitute a procurement process, Request for Expressions of Interest (REOI), Request for Proposals (RFP), pre-qualification exercise or consultant selection process. Participation or non-participation in the EME shall not confer any advantage or disadvantage in any subsequent procurement process undertaken by TN SHORE.

2. Early Market Engagement (EME)

The TN SHORE Project is undertaking this Early Market Engagement (EME) to obtain market feedback from experienced consulting firms prior to initiating the formal procurement process for the proposed consultancy assignments. Interested firms are invited to review the Draft Terms of Reference (ToRs) enclosed with this document and provide technical and commercial inputs to support the refinement of the proposed assignments.

The EME is intended to:

- validate the proposed scope of services and objectives;
- identify gaps, overlaps and opportunities for improving the Terms of Reference;
- obtain recommendations on the appropriate methodology, staffing requirements, level of effort and assignment duration;
- understand market capabilities and the availability of specialized expertise;
- obtain indicative cost estimates and identify the major cost drivers; and
- incorporate industry best practices and innovative approaches to enhance value for money.

The information received through the EME will be reviewed by TN SHORE and may be considered while finalizing the Terms of Reference, staffing requirements, implementation approach and cost estimates for the proposed consultancy assignments.

This EME is solely a market consultation exercise and does not constitute a procurement process, REOI, RFP, pre-qualification exercise or consultant selection process. Participation is entirely voluntary and shall not confer any advantage or disadvantage in any subsequent procurement process undertaken by TN SHORE.

3. Objectives of the Early Market Engagement

The Early Market Engagement (EME) is being undertaken with the following objectives:

1. To validate the Terms of Reference (ToRs), including the proposed scope of services, objectives, methodology and implementation approach for the proposed consultancy assignments.
2. To obtain market insights on the availability and capability of consulting firms possessing the multidisciplinary expertise required to undertake the proposed assignments.
3. To assess the proposed staffing structure, qualification requirements, level of effort (person-months) and assignment duration required for successful implementation.
4. To obtain indicative cost estimates and understand the principal cost drivers associated with each consultancy assignment.
5. To identify opportunities for improving efficiency, innovation, sustainability, value for money and incorporation of national and international best practices.
6. To support the refinement of the Draft Terms of Reference, staffing requirements, implementation arrangements and cost estimates prior to initiating the formal procurement process.
7. To encourage market participation and promote a transparent, competitive and well-informed procurement process for the proposed consultancy assignments.

4. Proposed Consultancy Assignments

Under the TN SHORE proposes to engage specialized consulting firms to provide technical expertise for the planning, design, policy formulation, implementation support and sustainable management of key programme interventions. Considering the strategic importance and multidisciplinary nature of these assignments, ToRs have been prepared for each consultancy assignment.

Interested consulting firms are invited to review the respective Draft ToRs enclosed as Annexures to this EME document and provide technical and commercial inputs to assist TN SHORE in refining the consultancy requirements prior to initiating the formal procurement process.

The proposed consultancy assignments are as follows:

Sl. No.	Proposed Consultancy Assignment	Proposed Duration	Draft ToR Reference
1	Advisory, Design and Supervision Consultant (ADSC) for the Centres of Excellence under Tamil Nadu SHORE	18 Months	Annexure-I
2	Consulting Firm for the Assessment of Conservation-Led Coastal Ecotourism Potential and the Formulation and Implementation of a Coastal Ecotourism Policy and Framework and Mapping of potential / Suitable Blue Flag Beaches with preparation of Atlas	8 Months	Annexure-II
3	Engagement of a Specialized Consultancy Agency for Preparation of Comprehensive Beach Management, Infrastructure Upgradation, Blue Flag Certification Retention, Revenue Generation and Financial Sustainability Plans for Kovalam Blue Flag Beach and Four Phase-I Aspiring Blue Flag Beaches under TN SHORE	12 months + monitoring	Annexure-III

The following sections provide a summary of each proposed consultancy assignment together with the specific information requested from interested consulting firms. The detailed scope of services, deliverables, qualification requirements, reporting arrangements and other contractual provisions are contained in the respective Draft Terms of Reference enclosed as Annexures to this document.

5. Information Requested from Interested Consulting Firms

Interested consulting firms are invited to peruse the ToRs enclosed as Annexures to this document and submit their responses in the prescribed formats provided in Annexure IV. The information received will assist TN SHORE in refining the consultancy requirements, validating the proposed level of effort and establishing realistic cost estimates prior to initiating the formal procurement process.

The response shall include, but not be limited to, the following information:

5.1 Organization Profile

- Name and address of the consulting firm;
- Country of registration and year of establishment;
- Contact details of the authorized representative;
- Organizational profile and core areas of expertise; and
- Details of consortium/Joint Venture partners, if applicable.

5.2 Relevant Experience

Details of similar assignments completed during the last ten (10) years, including:

- Client;
- Assignment description;
- Country/Location;
- Contract value;
- Assignment duration; and
- Status of completion.

5.3 Comments on the Draft Terms of Reference

Comments and recommendations on the Draft ToRs, including:

- Scope of services;
- Methodology and implementation approach;
- Deliverables;
- Staffing requirements and level of effort;
- Assignment duration; and
- Any gaps, risks or suggested improvements.

5.4 Proposed Staffing and Level of Effort

Recommendations on:

- Composition of the consulting team;
- Key Experts and Non-Key Experts;
- Qualification requirements;
- Estimated person-months; and
- Overall level of effort required for successful implementation.

5.5 Indicative Cost Estimate

An indicative cost estimate for the respective consultancy assignment, together with the basis and assumptions adopted in arriving at the estimate. The estimate may include professional fees, remuneration, field investigations, travel, stakeholder consultations, office expenses, reimbursable costs and other significant cost components.

The indicative cost estimate is intended solely for market assessment and budget estimation purposes and shall not constitute a financial proposal or quotation.

5.6 Additional Recommendations

Any additional suggestions or innovative approaches that may enhance the quality, efficiency, sustainability, implementation approach or value for money of the proposed consultancy assignments.

6. Review and Consultation Process

The responses received through this Early Market Engagement (EME) will be reviewed by a Committee constituted by TN SHORE to obtain market insights and recommendations for refining the proposed consultancy assignments.

Following the review, selected consulting firms may be invited to participate in an interactive consultation and presentation to discuss their recommendations on the Terms of Reference, methodology, staffing requirements, level of effort, assignment duration and indicative cost estimates.

Based on the submissions and consultations, TN SHORE may refine the Terms of Reference, staffing requirements, implementation approach and cost estimates prior to initiating the formal procurement process.

The review and consultation undertaken through this EME shall not constitute a procurement process, pre-qualification or consultant selection exercise, and participation shall not confer any advantage or disadvantage in any subsequent procurement process.

7. Submission Procedure

Interested consulting firms are invited to submit their responses in accordance with this EME document and the prescribed response formats.

Mode of Submission

Responses shall be submitted electronically in PDF format to:

Email: tamilnaducoastalmision@gmail.com

Subject:

"Response to Early Market Engagement (EME) – TN SHORE Consultancy Assignments"

Submission Deadline

Responses shall be submitted on or before 03rd September 2026 at 15.00 Hrs.

Clarifications

Requests for clarification may be submitted through email on or before **21.08.2026**. Clarifications, if any, may be communicated through appropriate means.

Documents to be Submitted

Interested firms shall submit:

- Organization Profile;
- Relevant Experience;
- Comments on the Draft Terms of Reference;
- Proposed methodology, staffing, level of effort and assignment duration;
- Indicative cost estimate and basis of estimation; and
- Any additional recommendations.

Cost of Participation

All costs associated with preparing and submitting responses, including participation in consultations or presentations, shall be borne by the participating consulting firms.

8. Important Notes and Disclaimer

This Early Market Engagement (EME) is conducted solely to obtain market feedback for refinement of the Draft Terms of Reference, staffing requirements, level of effort, assignment duration and indicative cost estimates for the proposed consultancy assignments.

Accordingly:

1. This EME does not constitute a procurement process, Request for Expressions of Interest (REOI), Request for Proposals (RFP), invitation to bid or consultant selection process.
2. Participation in the EME is entirely voluntary and shall not confer any preference, right or advantage in any future procurement.
3. TN SHORE reserves the right to accept, consider, modify or reject any recommendations received through this EME without assigning any reason.
4. TN SHORE shall not be bound by any methodology, staffing proposal, indicative cost estimate or other recommendations submitted by participating firms.
5. TN SHORE reserves the right to amend, modify, postpone or cancel this EME, in whole or in part, at any stage without incurring any liability.
6. Information submitted through the EME may be used solely for refining the consultancy requirements and preparing the subsequent procurement documents.
7. Separate competitive procurement processes will be undertaken for each consultancy assignment in accordance with the applicable procurement procedures.

9. Annexures

- **Annexure I** – Draft Terms of Reference – Advisory, Design and Supervision Consultant (ADSC) for the Centres of Excellence under Tamil Nadu SHORE.
- **Annexure II** – Draft Terms of Reference – Consulting Firm for the Assessment of Conservation-Led Coastal Ecotourism Potential and the Formulation and Implementation of a Coastal Ecotourism Policy and Framework incorporating the Tamil Nadu Blue Flag Beach Suitability Atlas and Readiness Index (TN-BFRI).
- **Annexure III** – Draft Terms of Reference – Engagement of a Specialized Consultancy Agency for Preparation of Comprehensive Beach Management, Infrastructure Upgradation, Blue Flag Certification Retention, Revenue Generation and Financial Sustainability Plans for Kovalam Blue Flag Beach and Four Phase-I Aspiring Blue Flag Beaches under TN SHORE.
- **Annexure IV** – Standard Response Forms.
- **Annexure V** - Government Order (G.O.) Ms. No. 11, dated 10.01.2024

Annexure - I

GOVERNMENT OF TAMIL NADU

Environment, Climate Change and Forest Department

TAMIL NADU SHORE PROJECT

Strengthening Coastal Resilience and the Economy

TERMS OF REFERENCE

Advisory, Design and Supervision Consultant (ADSC)

for the Centres of Excellence under Tamil Nadu SHORE

Selection Method: Quality and Cost Based Selection (QCBS)

Contract Type: Time-Based, with Lump-Sum elements for defined design deliverables

Assignment Duration: 18 months from the Commencement Date

Financed by: IBRD, World Bank and the Government of Tamil Nadu

Reference No.: [RFP reference to be inserted]

Issue Date: [to be inserted]

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Abbreviations and Acronyms

Abbreviation	Expansion
ADSC	Advisory, Design and Supervision Consultant
AR / VR / MR	Augmented Reality / Virtual Reality / Mixed Reality
AV	Audio-Visual
AVGC-XR	Animation, Visual Effects, Gaming, Comics and Extended Reality
BOM	Bill of Materials
BOQ	Bill of Quantities
CAPEX / OPEX	Capital Expenditure / Operating Expenditure
CoE	Centre of Excellence
CSR	Corporate Social Responsibility
DoECCF	Department of Environment Climate Change and Forest Government of Tamil Nadu
ESF	Environmental and Social Framework of the World Bank
ESHS	Environmental, Social, Health and Safety
ESMF / ESMP	Environmental and Social Management Framework / Plan
GRM	Grievance Redress Mechanism
GoTN	Government of Tamil Nadu
IBRD	International Bank for Reconstruction and Development
IEC	Information, Education and Communication
IPF	Investment Project Financing
IPR	Intellectual Property Rights
KPI	Key Performance Indicator
O&M	Operation and Maintenance
PIU / PMU	Project Implementation Unit / Project Management Unit
QCBS	Quality and Cost Based Selection
RFP	Request for Proposals
SEA / SH	Sexual Exploitation and Abuse / Sexual Harassment
SHORE	Strengthening Coastal Resilience and the Economy
SLA	Service Level Agreement
TN-SHORE	Tamil Nadu- Strengthening Coastal Resilience and the Economy (SHORE) Project
ToR	Terms of Reference

1. Project Background and Financing

1.1 The Government of Tamil Nadu (GoTN), through the Department of Environment, Climate Change and Forest (DoECCF), is implementing the Tamil Nadu SHORE Project (Strengthening Coastal Resilience and the Economy, hereafter "TN-SHORE"), financed by the International Bank for Reconstruction and Development (IBRD, hereafter "the World Bank") with counterpart financing from GoTN.

1.2 Tamil Nadu has the second-longest coastline in mainland India, extending approximately 1,069 kilometres across fourteen coastal districts. This coastline supports globally significant ecological assets — the Gulf of Mannar and Palk Bay seagrass meadows that sustain one of the last viable dugong populations in South Asia; the Pichavaram and Muthupet mangrove systems; internationally recognised wetlands and flyway habitats used by migratory waterbirds; and mass-nesting and sporadic-nesting beaches for olive ridley and other marine turtles. These same landscapes support dense human settlement, marine fisheries, tourism and industry, and are exposed to cyclones, storm surge, erosion, saline intrusion and sea-level rise.

1.3 TN-SHORE seeks to strengthen coastal protection, enhance community livelihoods and reduce coastal and marine pollution through integrated, nature-based and community-driven approaches. A flagship intervention under the Project is the establishment of six Centres of Excellence (CoEs), each dedicated to a thematic area of coastal and marine significance:

- 1) Biodiversity Conservation Park;
- 2) Sea Turtle Conservation Centre;
- 3) Wetland Conservation Centre;
- 4) International Bird Centre;
- 5) Mangrove Conservation Centre; and
- 6) Dugong Conservation Centre.

1.4 The CoEs are conceived as long-term institutions rather than as buildings. Each is intended to operate simultaneously as a centre for applied conservation science and monitoring, a conservation education and public-awareness destination, a platform for community engagement and livelihood linkage, and an anchor for responsible nature-based tourism. Collectively, they are intended to position Tamil Nadu and India as a global reference point — a "lighthouse" — for coastal and marine biodiversity conservation.

1.5 DoECCF intends to engage an Advisory, Design and Supervision Consultant (hereafter "the Consultant" or "ADSC") to provide end-to-end advisory, planning, interpretive and experience design, procurement support, supervision of implementation, and operational-readiness support for four of the six Centres of Excellence, namely:

S. No.	Centre of Excellence	Indicative Location and Thematic Anchor
(i)	Sea Turtle Conservation Centre	Guindy, Chennai, Tamil Nadu. Marine turtle biology, nesting ecology, hatchery management, bycatch mitigation and community stewardship.

S. No.	Centre of Excellence	Indicative Location and Thematic Anchor
(ii)	International Bird Centre	Marakkanam, Villupuram, Tamil Nadu. Central Asian Flyway migration, wetland-dependent avifauna, citizen science and birding tourism.
(iii)	International Dugong Conservation Centre	Manora, Thanjavur, Tamil Nadu. Dugong ecology, seagrass ecosystems of Palk Bay and the Gulf of Mannar, and the Dugong Conservation Reserve.
(iv)	Mangrove Conservation Centre	Pichavaram, Cuddalore, Tamil Nadu. Mangrove ecology and restoration, blue carbon, coastal bio-shields and fisher livelihoods.

1.6 For the avoidance of doubt, this assignment covers the four Centres listed in paragraph 1.5 only. The Biodiversity Conservation Park and the Wetland Conservation Centre are outside the scope of this assignment. The Client reserves the right, subject to the World Bank Procurement Regulations and to satisfactory performance, to extend the assignment to cover one or both of the remaining Centres on the same terms.

1.7 Civil works and site infrastructure for the Centres are being delivered under separate architectural, engineering and works contracts. Fabrication, supply, installation and content production for the exhibits and immersive systems will be procured under one or more separate contracts. The Consultant is not eligible to bid for, or to participate in any capacity in, those downstream fabrication, supply, content-production or works contracts. Section 17 sets out the applicable conflict-of-interest provisions.

2. Rationale and Strategic Context

2.1 Interpretation and visitor-experience infrastructure in India has historically been commissioned as a fabrication procurement — a set of panels, dioramas and audio-visual installations bought against a bill of quantities. Facilities procured in this way frequently underperform: content is generic rather than place-specific, technology is selected before the story it is meant to serve is defined, recurring costs are not provided for, and visitor numbers and revenues fall short of expectation within three to five years of opening.

2.2 TN-SHORE adopts a different sequence. The interpretive proposition for each Centre — what it is for, whom it serves, what change in awareness or behaviour it seeks, and what it will be known for internationally — is to be established first. Design, technology selection, procurement and operating model then follow from that proposition and are held accountable to it. The Consultant is engaged to lead this sequence and to remain accountable for its integrity through construction, installation, commissioning and handover.

2.3 Accordingly, the Consultant is expected to bring an integrated capability rarely held by a single discipline: interpretation and exhibition design; scientific and conservation content authority; AVGC-XR and digital-experience engineering; visitor-economy and financial modelling; institutional and governance design; procurement expertise under World Bank rules; and construction-stage

supervision and commissioning discipline. Firms are expected to assemble this capability through a joint venture or a structured sub-consultancy arrangement where they do not hold it in-house.

2.4 The Client's ambition for these Centres is explicitly international. Each Centre is expected to be capable of standing comparison with recognised reference institutions in its field — for example, and without limitation, marine and coastal interpretation at facilities such as the Great Barrier Reef and Wadden Sea visitor institutions; flyway and wetland interpretation comparable to leading wildfowl and wetland centres; mangrove and blue-carbon interpretation comparable to leading mangrove park facilities in South and Southeast Asia; and immersive natural-history storytelling comparable to leading contemporary science and natural-history centres. Proposals that do not demonstrate familiarity with such reference institutions, and a considered view on what should and should not be transferred to the Tamil Nadu context, will not be considered responsive to the quality criteria at Section 16.

3. Objectives of the Assignment

3.1 Development Objective

The development objective to which this assignment contributes is to strengthen the conservation of Tamil Nadu's coastal and marine biodiversity, and public understanding of and engagement with it, through the establishment of four Centres of Excellence that are scientifically credible, internationally benchmarked, socially inclusive, financially sustainable and institutionally durable.

3.2 Objective of the Consultancy

The objective of the consultancy is to provide DoECCF with a single accountable knowledge, design and project-management partner that will:

- define and document the interpretive proposition, thematic narrative and visitor-experience strategy for each of the four Centres;
- convert those propositions into implementation-ready design, technical specification, bill of quantities and bill of materials packages capable of being procured competitively;
- prepare procurement documentation and support the Client through bidding, evaluation and contract award in full compliance with the World Bank Procurement Regulations;
- supervise fabrication, installation, content production, integration, testing and commissioning against the approved design and specifications, and certify conformity;
- establish the business model, financial model, governance arrangement and staffing plan under which each Centre will operate after handover; and
- deliver each Centre in an operationally ready state, with trained staff, documented systems, maintenance regimes and a functioning branding, outreach and tourism-linkage framework.

3.3 Outcome Standard

The assignment will be judged successful if, at the end of the Consultant's engagement, each Centre can be opened to the public without further design intervention; every installed system is under warranty, documented and maintainable by identified staff or contractors; and the Client holds an

approved, funded and institutionally assigned operating plan for each Centre extending at least five years beyond handover.

4. Scope of Services

4.1 Structure and Decision Rights

The Services are organised into five sequential phases. Each phase is subject to written acceptance by the Client before the succeeding phase may commence, save where the Client authorises partial overlap in writing to protect the programme.

Throughout this ToR, the Consultant's responsibility for each activity is characterised using the following defined terms, which are contractually binding:

Term	Meaning
Design (D)	The Consultant is the author of the deliverable and is professionally accountable for its technical adequacy, buildability, safety, cost realism and fitness for purpose. The Consultant signs the deliverable.
Certify (C)	The Consultant inspects, tests or reviews the work of a third party and issues a written statement of conformity or non-conformity against the approved design and specification. The Client is entitled to rely on that certificate.
Recommend (R)	The Consultant prepares an analysed and reasoned recommendation for a decision reserved to the Client. The Consultant is accountable for the quality of the analysis, not for the decision.
Support (S)	The Consultant provides technical inputs, drafting or attendance in a process led by the Client or by another party.

The Consultant shall not sub-delegate any activity marked "Design" or "Certify" to a sub-consultant not named in its Proposal without the prior written consent of the Client.

4.2 Interface with Other Contracts

The Consultant shall discharge the Services in coordination with, and shall not duplicate, the following separately contracted parties: (a) the architectural and engineering consultants and the civil works contractors delivering the Centre buildings and site infrastructure; (b) the fabrication, supply, installation and integration contractor(s) for exhibits and immersive systems; (c) content-production studios engaged for animation, film, audio and game assets; and (d) any operations and maintenance contractor engaged prior to handover.

Within thirty (30) days of the Commencement Date the Consultant shall prepare, for the Client's approval, a Scope and Responsibility Matrix that allocates every physical and digital element of each Centre — including services, structural provisions, power, data, acoustics, lighting, environmental control, security and fire safety — to a single accountable contract. Any element not so allocated shall be escalated to the Client in writing. This Matrix shall be annexed to every downstream tender document so that bidder's price on a common basis.

4.3 Phase 1 — Inception, Diagnostics and Positioning (Months 1–3)

Task 1.1 Mobilisation and Inception

- Mobilise the team, establish the project office in Chennai, and confirm site access, security and safety arrangements for all four Centres. [D]
- Review all antecedent material provided by the Client, including project appraisal documentation, the ESMF, feasibility and site studies, architectural drawings and specifications at whatever stage of development they have reached, statutory clearances and any prior concept work for the Centres. [D]
- Undertake site reconnaissance at each of the four Centres, recording built form, servicing, circulation, access, environmental constraints, existing ecological assets and construction status. [D]
- Identify and record every gap, inconsistency or risk in the antecedent material that could affect delivery, with a proposed resolution and owner for each. [D]
- Prepare and agree the Scope and Responsibility Matrix under paragraph 4.2. [D]
- Prepare the Inception Report, including the confirmed methodology, work plan, staffing schedule, quality-management plan, risk register and communication protocol. [D]

Task 1.2 Benchmarking and Positioning

- Identify and study a minimum of twelve (12) comparable institutions internationally and six (6) nationally, of which at least two international comparators shall be identified for each of the four themes. [D]
- Assess each comparator on interpretive approach, audience segmentation, technology deployment and obsolescence experience, governance and ownership model, staffing establishment, capital and operating cost, revenue composition, visitor numbers and seasonality, accessibility provision, and community and research linkage. [D]
- Undertake structured interviews with the management of at least six comparator institutions; document lessons that are transferable to the Tamil Nadu context and, equally, those that are not, with reasons. [D]
- Undertake study visits to a minimum of two (2) international and four (4) national comparator institutions. The Client may nominate up to four officials to accompany each international visit; the Consultant shall organise the programme and bear its own costs, with Client officials' costs borne by the Client. [S]
- Prepare a distinct positioning statement for each Centre setting out its unique value proposition, the specific audiences it will serve, the basis on which it is differentiated from the other three Centres and from existing facilities in the region, and the international peer group against which its performance will be measured. [D]

Task 1.3 Audience, Market and Stakeholder Diagnostics

- Undertake primary visitor-market research covering resident, domestic-tourist, international-tourist, school and higher-education, researcher and special-interest segments, including a minimum sample of 400 respondents per Centre catchment. [D]

- Analyse existing and projected tourism flows in each Centre's catchment, including seasonality, circuit and itinerary patterns, competing and complementary attractions, and access and travel times. [D]
- Undertake consultations with coastal fisher communities, Self-Help Groups, local governments, Eco-Development Committees, schools, research institutions, tour operators and civil society organisations in each catchment, with documented attendance and disaggregation by sex. [D]
- Establish baseline awareness, attitudes and behaviours relating to each Centre's conservation theme within its catchment, to serve as the baseline against which the Centre's educational outcomes will subsequently be measured. [D]

4.4 Phase 2 — Interpretive and Experience Concept Design (Months 3–7)

Task 2.1 Interpretation Philosophy and Thematic Narrative

- Develop, for each Centre, an interpretation philosophy and a thematic narrative structure organised around a single central interpretive theme and a defined hierarchy of sub-themes, storylines and key messages. [D]
- Ensure that each narrative is grounded in the specific ecology, geography, cultural history and living community context of its location, and that it draws on Tamil coastal cultural heritage, traditional ecological knowledge and local narrative traditions where appropriate and with due attribution. [D]
- Establish the conservation-behaviour outcomes each Centre seeks in its visitors, and the interpretive means by which those outcomes will be pursued and evidenced. [D]
- Secure written validation of the scientific content of each narrative from recognised subject-matter institutions or specialists acceptable to the Client. [D]

Task 2.2 Visitor Journey and Experience Design

- Design differentiated visitor journeys for, at minimum: general visitors; family groups with young children; school groups by age band; college and university groups; researchers and professionals; international tourists; senior visitors; and visitors with mobility, visual, hearing, cognitive or sensory-processing disabilities. [D]
- Map each journey from arrival and orientation through the interpretive sequence to retail, refreshment, rest, outdoor and departure experiences, specifying dwell times, decision points, rest provision, capacity, throughput and peak-load behaviour. [D]
- Apply universal design principles throughout, such that the primary interpretive experience is directly accessible to visitors with disabilities and is not delivered through a segregated alternative route or provision. [D]
- Specify the language strategy for each Centre. All primary interpretive content shall be delivered in Tamil and English of equal prominence and equal quality; the Consultant shall additionally recommend supplementary language provision for international audiences. [D]

Task 2.3 Spatial Planning, Zoning and Exhibit Sequencing

- Prepare gallery layouts, thematic zoning plans and exhibit sequencing plans coordinated with the architectural drawings and construction status of each Centre. [D]

- Identify and formally notify the Client of every conflict between the interpretive design and the building as designed or as constructed, with costed options for resolution, at the earliest practicable date. [D]
- Specify structural, electrical, data, lighting, acoustic, thermal, humidity, air-quality, security and fire-safety requirements arising from the interpretive design, in a form directly usable by the architectural and works contracts. [D]
- Design outdoor, landscape, trail, hide, viewing and living-collection interpretive elements where applicable to a Centre, ensuring that no design element causes disturbance to the species or habitat the Centre exists to conserve. [D]

Task 2.4 Media, Technology and Content Strategy

- Determine, exhibit by exhibit, the appropriate medium — static, graphic, specimen, model, diorama, mechanical interactive, digital interactive, projection, immersive AVGC-XR, live interpretation or outdoor encounter — with a written justification for each selection against interpretive purpose, audience, reliability, lifecycle cost, maintainability in a coastal climate and environmental footprint. [D]

The Consultant shall apply the principle that technology follows narrative. Any proposal to deploy AR, VR, projection mapping, volumetric display, gaming or comparable technology shall be accompanied by a statement of what interpretive outcome it achieves that a simpler medium could not, and by its ten-year cost of ownership. Immersive technology proposed without such justification will not be accepted.

- Prepare a content brief for every gallery, zone and exhibit, specifying the narrative content, factual content requiring verification, media assets required, interaction design, accessibility provision and bilingual text. [D]
- Prepare a concept-level technology integration plan covering hardware, networks, control systems, content-management systems, cybersecurity, remote monitoring and data capture. [D]
- Prepare a digital-asset strategy addressing the reuse of content across the four Centres, across online and outreach channels, and over successive content refresh cycles. [D]

Task 2.5 Concept Design Review

- Present the concept design for each Centre to the Client and to a review panel convened by the Client, and revise the design to address the panel's comments. [D]
- Test the concept design with representative visitors, including school groups and visitors with disabilities, through mock-ups, storyboards or prototypes as appropriate, and document the resulting design changes. [D]

4.5 Phase 3 — Detailed Design, Specification and Procurement (Months 6–11)

Task 3.1 Detailed Design and Technical Specification

- Develop the approved concept design for each Centre into a full detailed design package comprising general arrangement drawings, exhibit-by-exhibit design drawings and details, materials schedules, finishes schedules, lighting design, AV and control-systems design,

network and power distribution, mounting and structural details, and installation sequencing. [D]

- Prepare performance-based technical specifications for every item, expressed in measurable terms — including, as applicable, projector lumens and throw ratio, display luminance and resolution, colour accuracy, audio intelligibility and sound-isolation criteria, sensor range and latency, structural loading, ingress protection rating, corrosion resistance appropriate to a marine atmosphere, mean time between failures, and serviceability. [D]
- Specify materials and finishes for durability in a humid, saline coastal environment, and specify environmental performance requirements including energy efficiency, recycled and low-emission material content, and end-of-life recoverability. [D]
- Prepare a content-readiness specification defining, for every media asset, the file format, codec, resolution, frame rate, colour space, aspect ratio, duration, audio configuration, caption and audio-description requirements, naming convention, metadata schema and delivery medium in which the fabricator or integrator shall receive final content. [D]
- Prepare fabrication guidelines and implementation standards, including workmanship standards, tolerances, sample and mock-up requirements, factory acceptance testing, site acceptance testing, and defect classification. [D]

Task 3.2 Quantification and Cost

- Prepare a Bill of Quantities (BOQ) for each Centre: a quantified, unit-priced schedule of every work item, structured to permit competitive pricing and subsequent measurement and certification of payment. [D]
- Prepare a Bill of Materials (BOM) for each fabricated, mechanical, digital and interactive unit, itemised to component level with make, model or equivalent-performance description. [D]
- Prepare a detailed capital cost estimate for each Centre, benchmarked against comparable projects, with quantified contingency, price-escalation and exchange-rate assumptions stated. [D]
- Where the estimate exceeds the Client's available budget, prepare a prioritised value-engineering schedule identifying options for cost reduction and the interpretive consequence of each, for the Client's decision. [R]

Task 3.3 Market Assessment and Packaging Strategy

- Undertake a market assessment of exhibit fabricators, AV and immersive-systems integrators, animation and VFX studios, game developers, specialist model and diorama makers, and interpretive content producers, nationally and internationally, addressing capacity, track record, financial standing and appetite for the assignment. [D]
- Recommend a contract packaging strategy — whether by Centre, by discipline, or by a combination — that maximises competition, manages interface risk and is deliverable within the programme. [R]
- Undertake early market engagement, including an industry briefing, to attract qualified bidders. [S]

Task 3.4 Procurement Documentation and Support

- Prepare complete draft procurement documents for each package, using the applicable World Bank Standard Procurement Documents where required, comprising the invitation, instructions to bidders, qualification and eligibility criteria, evaluation methodology and scoring framework, technical requirements, drawings, specifications, BOQ and BOM, contract conditions, Service Level Agreements, warranty and spares obligations, liquidated damages, and the Scope and Responsibility Matrix. [D]
- Ensure that all procurement documentation complies with the World Bank Procurement Regulations for IPF Borrowers (Fifth Edition, September 2023, as amended) and incorporates the required ESHS, code-of-conduct, SEA/SH and labour provisions. [D]
- Draft the evaluation criteria and scoring methodology such that quality of interpretive and technical solution, and not price alone, is determinative, and such that the criteria are objectively measurable. [D]
- Prepare responses to bidder queries, support pre-bid meetings and site visits, and prepare addenda. [S]
- Support the Client's evaluation committee in technical and financial evaluation, prepare draft evaluation reports in the Bank's required format, and support contract negotiation and award. The Consultant shall have no decision-making role in evaluation and shall not be a member of any evaluation committee. [S]
- Prepare and maintain a procurement tracker showing package status, milestone dates, Bank review status and float against the master programme. [D]

4.6 Phase 4 — Implementation Supervision (Months 10–17)**Task 4.1 Design Custody and Contractor Coordination**

- Review and approve or reject all contractor shop drawings, samples, prototypes, mock-ups, method statements and content submittals against the approved design and specification, within the review periods stipulated in the downstream contracts. [C]
- Maintain design integrity through implementation; assess every proposed change or substitution for interpretive, technical, cost, programme and warranty consequence and issue a written recommendation. [R]
- Chair a monthly technical coordination meeting for each Centre with the works, fabrication and content contractors, and issue minutes within five (5) working days. [D]

Task 4.2 Content Production Supervision

- Review and approve scripts, storyboards, animatics, character and asset designs, rough cuts, game builds and final masters at defined gates, and verify scientific accuracy of all content prior to final production. [C]
- Verify that Tamil and English content are of equal quality and that translation is by qualified translators with subject-matter competence, not by machine translation alone. [C]
- Verify that all delivered content conforms to the content-readiness specification and that source files, project files and licences are delivered to the Client. [C]

Task 4.3 Quality Assurance, Inspection and Testing

- Undertake factory and workshop inspections of fabricated items prior to despatch, including witness testing where specified. [C]
- Undertake site supervision during installation at a frequency sufficient to assure quality, and in any event not less than a full-time site presence at each Centre during the installation and integration period. [C]
- Witness and certify site acceptance testing of all systems, including sustained-operation testing under simulated visitor load. [C]
- Maintain a non-conformance register and a snag list for each Centre; verify and certify close-out of every item. [C]
- Monitor contractor compliance with ESHS, labour and site-safety obligations and with the applicable ESMP, and report non-compliance to the Client immediately. [C]

Task 4.4 Programme, Cost and Risk Control

- Maintain an integrated master programme across all four Centres and all contracts, with critical-path analysis and float reporting. [D]
- Certify contractor payment applications against measured progress and quality. [C]
- Maintain the risk register, with owner, likelihood, impact, mitigation and status for each risk, and escalate emerging risks to the Client without delay. [D]
- Prepare monthly progress reports in the format agreed at inception, covering physical and financial progress by Centre and by contract, quality and ESHS status, risks and issues, decisions required of the Client, and forecast to completion. [D]

4.7 Phase 5 — Business Model, Operational Readiness, Commissioning and Handover (Months 5–18)

Tasks 5.1 and 5.2 commence in parallel with Phase 2, since the business and governance model must inform, and not merely follow, the design.

Task 5.1 Demand, Business Planning and Financial Modelling

- Estimate visitor demand for each Centre by segment and by month over a ten-year horizon, using a stated and defensible methodology, with low, base and high cases. [D]
- Determine ecological and physical carrying capacity for each Centre and its surrounding habitat, and reconcile projected demand against it; where demand would exceed ecological carrying capacity, design the management response. [D]
- Estimate operating expenditure in full, including staffing establishment and payroll, utilities, planned and reactive maintenance, consumables, insurance, licences and subscriptions, security, content refresh, and technology replacement by asset class with stated economic lives. [D]
- Assess revenue streams including admission, differential and concessionary pricing, education programmes, memberships, guided and specialist experiences, events and conferences, retail and merchandising, food and beverage, facility hire, research partnerships, CSR and philanthropic funding, sponsorship and tourism-sector arrangements. [D]

- Prepare a fully worked, transparent and unlocked financial model for each Centre, integrating capital cost, operating cost, revenue and replacement capital, with break-even analysis, sensitivity analysis on the principal variables, and a statement of the recurring public subsidy required, if any, under each scenario. The model shall be delivered in editable spreadsheet form with all formulae visible and all assumptions documented on a dedicated assumptions sheet. [D]
- Prepare a consolidated business plan for each Centre covering a minimum of ten years post-opening. [D]

Task 5.2 Institutional and Governance Framework

- Assess the available institutional options for owning and operating the Centres — including direct departmental management, a society or trust, a special-purpose vehicle, a management contract, and public-private arrangements — against control, accountability, financial flexibility, staffing capability, procurement agility and legal feasibility under Tamil Nadu and Government of India law. [D]
- Recommend a preferred governance model for each Centre, with the constitutional documents, board composition, delegations, reporting lines and financial rules required to give effect to it. [R]
- Prepare the staffing establishment for each Centre, with job descriptions, competency requirements, indicative remuneration, and a recruitment and capacity-building plan. [D]
- Prepare the arrangements for participation of local communities in Centre operations, including hospitality, interpretation and guiding, retail and souvenir supply, food and beverage, grounds maintenance, and visitor services, with a specific target for the participation of women and of members of fisher communities. [D]

Task 5.3 Branding, Tourism Linkage and IEC

- Develop a brand identity and brand guidelines for each Centre and for the CoE network as a whole, including name, mark, typography, colour, tone of voice and application standards, in Tamil and English. [D]
- Design the interpretive signage, wayfinding and orientation system for each Centre, from approach highway to internal circulation, meeting accessibility requirements. [D]
- Prepare a digital outreach plan including website content framework and information architecture, social media strategy, promotional film treatments, and digital ticketing and booking requirements. [D]
- Establish tourism linkages with the Tamil Nadu Tourism Development Corporation, district administrations, tour operators, hospitality providers and transport operators, and design circuit and itinerary integration for each Centre. [S]
- Prepare a school and community outreach programme framework, including curriculum-linked education programmes mapped to the Tamil Nadu school curriculum, teacher resources, outreach to schools without the means to travel, and a citizen-science or volunteering programme. [D]
- Prepare a launch and public-engagement plan for each Centre. [D]

Task 5.4 Commissioning, Training and Handover

- Manage integrated commissioning of each Centre, including soft-opening trials with invited visitors and a documented programme of rectification arising from them. [D]
- Deliver structured training to Centre staff covering interpretation and visitor engagement, systems operation, first-line maintenance and fault triage, safety and emergency procedures, accessibility and inclusive service, and data and reporting. Training shall be delivered in Tamil. [D]
- Prepare the Operations and Maintenance Manual for each Centre, comprising as-built documentation, systems documentation, preventive maintenance schedules, spares inventory, supplier and warranty register, standard operating procedures, and emergency and business-continuity procedures. [D]
- Verify that all warranties, licences, source files, passwords, administrative access and intellectual property have been transferred to the Client, and certify handover. [C]
- Establish the visitor-monitoring and performance-measurement system for each Centre, including visitor counting, satisfaction measurement, learning-outcome measurement against the Phase 1 baseline, and financial reporting. [D]
- Prepare the Assignment Completion Report and a lessons-learned note for application to the two remaining Centres of Excellence. [D]

5. Deliverables and Delivery Schedule

5.1 All deliverables shall be submitted in English, save where bilingual delivery is specified. Reports shall be submitted electronically in editable native format and in PDF; drawings in editable CAD or BIM format and in PDF; financial models in unlocked, formula-visible spreadsheet format; and design and media assets in their native production formats together with all source files. Three (3) hard copies of each principal report shall be provided.

5.2 Week numbers below run from the Commencement Date. The Client shall communicate acceptance, or comments, within fifteen (15) working days of receipt of any deliverable; the Consultant shall address comments and resubmit within ten (10) working days.

Ref.	Deliverable	Phase	Due (week from commencement)
D1	Inception Report, including methodology, work plan, staffing schedule, quality plan, risk register, review of antecedent material and gap analysis	PH1	W4
D2	Scope and Responsibility Matrix (all four Centres, all contracts)	PH1	W4
D3	Global and National Benchmarking Report, with comparator database and study-visit findings	PH1	W10
D4	Audience, Market and Stakeholder Diagnostic Report, including baseline awareness study and consultation record	PH1	W12
D5	Positioning Strategy (one statement per Centre)	PH1	W12
D6	Interpretation Philosophy and Thematic Narrative Document (one per Centre), with scientific validation certificates	PH2	W18
D7	Visitor Journey Maps by audience segment, including accessibility strategy and language strategy (one set per Centre)	PH2	W20
D8	Gallery Layout, Thematic Zoning and Exhibit Sequencing Plan (one per Centre), with schedule of building interface requirements and conflicts	PH2	W24
D9	Media and Technology Selection Report, with per-exhibit justification and ten-year cost of ownership	PH2	W26
D10	Content Briefs (per gallery, zone and exhibit) and concept-level Technology Integration Plan	PH2	W28
D11	Concept Design Package, incorporating review-panel and visitor-testing outcomes (one per Centre)	PH2	W30
D12	Detailed Design Package: drawings, details, schedules, lighting, AV and control design, installation sequencing (one per Centre)	PH3	W38
D13	Technical Specification Document (performance-based) and Content-Readiness Specification	PH3	W38

Ref.	Deliverable	Phase	Due (week from commencement)
D14	Bill of Quantities and Bill of Materials (one set per Centre) and Detailed Capital Cost Estimate	PH3	W40
D15	Fabrication Guidelines and Implementation Standards	PH3	W40
D16	Market Assessment and Contract Packaging Strategy	PH3	W36
D17	Complete Draft Procurement Documents for each package, Bank-compliant	PH3	W44
D18	Bid Evaluation Support: query responses, addenda, draft evaluation reports, negotiation support	PH3	W44–52
D19	Demand, Carrying Capacity and Revenue Study (one per Centre)	PH5	W30
D20	Financial Model (unlocked, per Centre) and Consolidated Business Plan	PH5	W34
D21	Institutional and Governance Framework Report, with staffing establishment and community participation plan	PH5	W36
D22	Brand Identity and Guidelines; Interpretive Signage and Wayfinding Design	PH5	W46
D23	Digital Outreach Plan, Tourism Linkage Strategy, School and Community Outreach Framework, Launch Plan	PH5	W58
D24	Monthly Progress Reports	PH4	Monthly from W4
D25	Quarterly Design Custody and Quality Assurance Reports, with non-conformance register	PH4	Quarterly from W44
D26	Commissioning and Testing Certification Dossier (one per Centre)	PH4	W70
D27	Operations and Maintenance Manual and As-Built Documentation (one per Centre)	PH5	W72
D28	Training Delivery Report and training materials in Tamil and English	PH5	W74
D29	Visitor Monitoring and Performance Measurement System, installed and operational	PH5	W74
D30	Handover Certification, IPR and Asset Transfer Certificate (one per Centre)	PH5	W76
D31	Assignment Completion Report and Lessons-Learned Note	PH5	W78

5.3 Acceptance criteria for each deliverable shall be agreed in writing at inception and recorded in the Quality Management Plan. A deliverable is accepted only when it is complete, internally consistent, technically adequate, responsive to prior Client comments, and compliant with the format requirements at paragraph 5.1. Partial or conditional acceptance shall be recorded in writing with the outstanding matters and the date by which they shall be closed.

6. Client's Inputs, Facilities and Counterpart Support

6.1 The Client shall provide, without charge, the following:

- all available project documentation, including feasibility studies, site surveys, topographic and geotechnical data, architectural and engineering drawings and specifications, statutory clearances, the ESMF and any site-specific ESMPs, and prior concept work relating to the Centres;
- access to all four Centre sites and to relevant protected areas, together with the permissions required for site work, survey and photography;
- introductions to and facilitation of access to government departments, research institutions, local governments and community institutions;
- a nominated Project Director and a nominated Nodal Officer for each Centre, empowered to convene and to transmit Client decisions;
- timely decisions on matters referred to the Client, in accordance with the review periods at paragraph 5.2;
- reasonable office accommodation for the Consultant's team within the Client's premises in Chennai, if available, and, if not available, no such obligation; and
- costs of Client officials participating in study visits and consultations.

6.2 The Consultant shall provide all other resources required for the Services, including office accommodation where not provided by the Client, equipment, software, transport, communications, survey and research costs, printing, insurance, and all travel and subsistence for its own personnel. These costs shall be reflected in the Financial Proposal.

6.3 The Client makes no warranty as to the accuracy or completeness of the antecedent material provided. The Consultant shall satisfy itself as to the material it relies upon and shall report deficiencies under Task 1.1.

7. Institutional Arrangements, Reporting and Approvals

7.1 The Consultant shall report to the Chief Mission Director, TN-SHORE, DoECCF, or to such officer as the Client may nominate in writing. Day-to-day coordination shall be through the Project Implementation Unit.

7.2 A Project Steering Committee chaired by the Client shall exercise strategic oversight and approve the interpretation philosophy, positioning strategy, concept design, business model and governance recommendation for each Centre. The Consultant shall present to the Steering Committee at intervals of not more than three months.

7.3 A Technical Review Panel constituted by the Client, and which may include independent specialists in interpretation, conservation science, museum design and visitor-attraction operations, shall review and comment on the concept and detailed design packages. The Consultant shall respond in writing to every comment of the Panel.

7.4 Deliverables and procurement documents subject to World Bank prior review shall be cleared by the Bank before finalisation. The Consultant shall prepare all documentation in the form and to the standard required for such review and shall respond to Bank comments through the Client.

7.5 The Consultant shall convene a formal review meeting with the Client at the conclusion of each phase, and shall not commence the succeeding phase until written acceptance of the preceding phase's deliverables has been issued, unless otherwise authorised in writing.

8. Team Composition and Qualification Requirements

8.1 The Consultant shall deploy a multidisciplinary team adequate to deliver the Services. The positions below constitute the minimum requirement. The Consultant shall propose any additional expertise it considers necessary; such additions will be viewed favourably in evaluation where they are justified against the Scope of Services.

8.2 Only the Key Experts listed in Table 8.1 will be evaluated on the basis of their curricula vitae. Non-Key Experts and support staff shall be proposed with positions, qualifications and person-months but their CVs will not be scored; the Client reserves the right to review and to require replacement of any Non-Key Expert whose qualifications do not meet the stated minima.

8.3 Experience requirements stated below are minimal. "Relevant experience" means demonstrable, verifiable professional experience in the specific field described, evidenced by named projects, client references and the individual's personal role. Length of general professional service is not a substitute.

8.4 All Key Experts shall be fluent in English. At least three (3) Key or Non-Key Experts, including the Interpretation Design Specialist, shall be fluent in Tamil. Key Experts shall not be substituted after the submission of proposals except in the circumstances permitted by the World Bank Procurement Regulations, and then only with a replacement of equal or superior qualifications approved by the Client in writing.

Table 8.1 Key Experts

#	Position	Minimum Qualification and Experience	Role and Accountability	Person-Months
K1	Team Leader / Project Director	Postgraduate degree in architecture, design, museum studies, environmental management, engineering, management or public policy. Minimum 15 years' professional experience, of which at least 8 years leading multidisciplinary design or advisory assignments. Must have led at least two (2) completed visitor-attraction, museum, science-centre or interpretation-centre projects of comparable scale from concept through to opening, at least one	Overall leadership and single-point accountability for the assignment. Strategic direction across all workstreams and all four Centres. Principal interface with the Project Director, Steering Committee, Technical Review Panel and the World Bank. Final quality assurance and signature of all principal deliverables. Chairs internal design reviews and resolves cross-disciplinary conflict.	15

#	Position	Minimum Qualification and Experience	Role and Accountability	Person-Months
		of which was internationally financed or delivered outside the country of the expert's primary practice.		
K2	Interpretation and Experience Design Lead	Postgraduate degree in museum studies, exhibition or interpretive design, communication design, architecture, industrial design or a natural science with demonstrated design practice. Minimum 12 years in interpretation planning and exhibition design, including at least three (3) completed natural-history, biodiversity, marine or environmental interpretation facilities taken from interpretive plan through to installation. Demonstrated command of accessible and inclusive interpretation.	Authorship of the interpretation philosophy, thematic narrative, visitor journeys, gallery planning and exhibit sequencing for all four Centres. Leads content briefing and design review. Custodian of interpretive integrity through implementation.	16
K3	AVGC-XR and Immersive Technology Lead	Bachelor's degree or higher in electronics, computer science, information technology, audio-visual or systems engineering, digital media or animation. Minimum 12 years in immersive media, AV systems integration or XR production, including at least two (2) completed public-facing immersive installations of comparable scale delivered to commissioning. Demonstrated experience of technology specification, systems integration, content pipelines and lifecycle management. Experience of animation, VFX or game production pipelines is required.	Leads technology strategy, architecture and specification. Prepares technology BOQ and BOM, content-readiness specification and integration plan. Leads technical evaluation of bidders and supervises installation, integration, testing and commissioning of all digital and AV systems. Accountable for lifecycle cost realism of all technology proposed.	16
K4	Conservation Science and Sustainability Lead	Postgraduate degree in marine biology, ecology, biodiversity conservation, environmental science, forestry or a closely related discipline; doctoral qualification preferred. Minimum 12 years in coastal or marine conservation science or management. Demonstrated publication or applied work in at	Accountable for the scientific accuracy and conservation credibility of all content across the four Centres. Secures and manages independent scientific validation. Ensures ESF and ESMP compliance of design and works, and that no Centre element causes disturbance to the species or habitat it interprets. Leads	14

#	Position	Minimum Qualification and Experience	Role and Accountability	Person-Months
		least two of: marine turtles, dugongs and seagrass, mangroves, or migratory waterbirds and wetlands. Experience of the Indian coastal context is required.	sustainability performance of design and operations.	
K5	Business Planning and Institutional Development Lead	Postgraduate degree in finance, economics, management or public policy, or membership of a recognised professional accountancy body. Minimum 12 years in financial modelling, business planning or institutional advisory work, including at least two (2) assignments producing operating business plans for visitor attractions, cultural or tourism institutions. Demonstrated experience of institutional and governance design in a public-sector context.	Leads demand and carrying-capacity analysis, cost and revenue modelling, financial model construction, business planning, institutional options analysis and governance design, staffing establishment and community participation arrangements for all four Centres.	12
K6	Procurement and Contract Management Specialist	Postgraduate degree in engineering, law, management, procurement or supply chain. Minimum 10 years in procurement of works, goods and consulting services, of which at least 5 years on World Bank or comparable multilateral development bank financed projects. Demonstrated command of the World Bank Procurement Regulations for IPF Borrowers and of the Bank's Standard Procurement Documents. Experience of procuring specialist design, fabrication or technology contracts.	Leads packaging strategy, preparation of all procurement documentation, evaluation methodology, bidder engagement and evaluation support. Ensures compliance with the Procurement Regulations. Drafts contract conditions, SLAs and warranty regimes and advises on contract administration through implementation.	12
	Sub-total — Key Experts			85

All Key Experts shall be available for the full duration of their assigned inputs and shall attend all Steering Committee and Technical Review Panel meetings relevant to their discipline. The Team Leader shall be present in Tamil Nadu for not less than 60 per cent of the assignment duration and shall attend every Steering Committee meeting in person.

Table 8.2 Non-Key Experts

#	Position	Minimum Qualification and Experience	Role	Person-Months
N1	Project Manager	Postgraduate degree in management, engineering, architecture or environmental management. Minimum 10 years managing multidisciplinary consulting or design-and-supervision assignments.	Day-to-day management of the assignment, programme and cost control, Client coordination, reporting, and management of the project office in Chennai. Full-time, based in Chennai.	18
N2	Senior Exhibition Designer	Degree in exhibition design, industrial design, architecture or interior design. Minimum 8 years in exhibition or exhibit design with at least two completed installed projects.	Detailed exhibit design, drawings, details, materials and finishes; shop-drawing review and site design supervision.	16
N3	Content Developer and Science Writer (Bilingual)	Postgraduate degree in a natural science, science communication or journalism. Minimum 7 years in science communication or interpretive writing. Full professional fluency in Tamil and English.	Authorship of interpretive text, labels, scripts and educational content in Tamil and English; oversight of translation quality.	14
N4	AV and Systems Integration Engineer	Degree in electronics, AV or systems engineering. Minimum 7 years in AV systems design and commissioning.	AV, control, network and power design detail; factory and site acceptance testing; commissioning support.	12
N5	Lighting Designer	Degree in lighting design, architecture or electrical engineering. Minimum 7 years in museum, gallery or exhibition lighting.	Interpretive and architectural lighting design, conservation-appropriate lighting for specimens, energy performance.	6
N6	Accessibility and Inclusive Design Specialist	Degree in architecture, design or a related discipline with recognised accessibility qualification or equivalent demonstrated practice. Minimum 7 years in universal and inclusive design, including sensory and cognitive accessibility.	Accessibility audit of all designs; inclusive interpretation design; accessibility acceptance testing prior to handover.	6
N7	Tourism, Branding and Communications Specialist	Postgraduate degree in tourism, marketing, communications or management. Minimum 7 years in destination marketing, visitor-attraction branding or tourism development.	Brand identity and guidelines, signage and wayfinding concept, digital outreach, tourism linkage and launch planning.	10
N8	Social Development and Community	Postgraduate degree in social work, sociology, development studies or anthropology. Minimum 7 years in	Stakeholder consultation, community participation design, gender and social	10

#	Position	Minimum Qualification and Experience	Role	Person-Months
	Engagement Specialist	community engagement in coastal, fisher or forest-dependent communities. Fluency in Tamil essential.	inclusion, grievance redress interface, ESF social compliance.	
N9	Cost Estimator / Quantity Surveyor	Degree in quantity surveying, civil engineering or construction management. Minimum 7 years in cost estimation and BOQ preparation, preferably including fitout or specialist fabrication works.	BOQ and BOM preparation, cost estimation and benchmarking, payment certification, value engineering.	10
	Sub-total — Non-Key Experts			102

Table 8.3 Support Staff and Site Supervision

#	Position	Minimum Qualification and Experience	Role	Person-Months
S1	Resident Site Supervisors (4 nos., one per Centre)	Degree in architecture, civil engineering, interior design or exhibition design with minimum 4 years' site supervision experience on fitout, exhibition or specialist installation works.	Full-time site presence during installation; daily quality and ESHS supervision; snag and non-conformance recording.	32 (8 each)
S2	Research and Documentation Analysts (2 nos.)	Bachelor's degree in environmental studies, planning, tourism, economics, design or public policy with minimum 3 years in research, consulting or documentation.	Benchmarking, secondary research, survey administration, consultation documentation, report production, GIS and data support.	36 (18 each)
S3	CAD / BIM Technicians (2 nos.)	Diploma or degree with minimum 3 years in architectural or exhibition drafting.	Drawing production and coordination, as-built documentation.	24 (12 each)

8.5 The indicative total professional input is approximately 279 person-months, of which 85 are Key Expert inputs. This is indicative only; bidders shall propose the input they consider necessary and shall justify any material departure in the Technical Proposal.

9. Firm Eligibility and Experience Requirements

9.1 The Consultant may be a single firm or a joint venture. Given the breadth of capability required, joint ventures and structured sub-consultancy arrangements are expressly encouraged, including between international specialist practices and Indian firms. In a joint venture, all members shall be jointly and severally liable, and the lead member shall be identified in a Joint Venture Agreement submitted with the Proposal.

9.2 The Consultant, or the joint venture collectively, shall demonstrate:

- at least ten (10) years of continuous corporate existence and professional practice by the lead member;
- average annual turnover over the last three financial years of not less than [INR ___ / USD ___] equivalent for the lead member; [please insert, proportionate to the estimated contract value]
- successful completion, within the last ten (10) years, of at least three (3) assignments involving the planning, design and delivery of museums, science centres, interpretation centres, biodiversity parks, aquaria or comparable visitor attractions, each of a contract value of not less than [___] and each carried through to opening;
- successful completion, within the last ten (10) years, of at least one (1) assignment involving the design and delivery of immersive AVGC-XR or advanced audio-visual visitor experiences, carried through to commissioning;
- successful completion, within the last ten (10) years, of at least one (1) assignment involving business planning, financial modelling and governance design for a public-facing cultural, tourism or conservation institution;
- experience of at least one (1) assignment financed by the World Bank or another multilateral development bank, or otherwise demonstrable command of multilateral procurement procedures;
- experience of at least one (1) assignment involving natural-heritage, biodiversity or marine conservation content; and
- demonstrated capability to operate in India and to deliver content in Tamil, whether directly or through named local partners.

9.3 Sub-consultants proposed for any part of the Services shall be named in the Proposal together with the scope allocated to them and evidence of their qualifications. Sub-consultants may not be changed after award without the Client's written approval.

9.4 Eligibility is further subject to the provisions of the World Bank Procurement Regulations, including those on sanctions and debarment, and to the Bank's Anti-Corruption Guidelines.

10. Environmental and Social Requirements

10.1 The assignment is subject to the World Bank Environmental and Social Framework and to the Project's Environmental and Social Management Framework and any site-specific Environmental and Social Management Plans. The Consultant shall familiarise itself with these instruments at inception and shall ensure that every design, specification, procurement document and supervision activity is consistent with them.

10.2 The Consultant shall in particular ensure that:

- no interpretive, architectural, lighting, acoustic or operational element of any Centre causes disturbance to nesting turtles, dugongs, seagrass beds, roosting or feeding waterbirds, mangrove systems or any other sensitive receptor, with specific attention to artificial light at night on turtle nesting beaches, noise and vibration, boat traffic, and visitor proximity to wildlife;
- no live-animal display, captive-holding or animal-interaction element is proposed except where explicitly justified on conservation or rehabilitation grounds, permitted under the Wild Life (Protection) Act, 1972 and Central Zoo Authority requirements, and approved in writing by the Client;
- materials, energy, water, waste and single-use plastics are addressed in design and in operating specification, consistent with the Project's coastal-pollution objectives;
- downstream procurement documents incorporate the Bank's required ESHS, labour, occupational health and safety and code-of-conduct provisions; and
- contractor ESHS performance is supervised, recorded and reported during implementation.

10.3 SEA/SH. The Consultant and all its personnel and sub-consultants shall sign and comply with a Code of Conduct addressing sexual exploitation and abuse and sexual harassment. The Consultant shall ensure that equivalent obligations are incorporated into all downstream contracts it drafts, that workers are trained on them, and that the Project's SEA/SH prevention and response arrangements are operative on all sites it supervises.

10.4 Grievance redress. The Consultant shall design the interface between each Centre and the Project's Grievance Redress Mechanism, ensure that the GRM is publicised at each site during construction and after opening, and record and refer grievances arising in the course of its own activities.

11. Gender Equality, Social Inclusion and Accessibility

11.1 Accessibility. Every Centre shall be designed to be usable by the widest range of visitors without adaptation. The Consultant shall comply with the Rights of Persons with Disabilities Act, 2016, the Harmonised Guidelines and Space Standards for Barrier-Free Built Environment (Government of India), and recognised international good practice on accessible interpretation. Accessibility shall not be satisfied by a separate or lesser parallel provision. An accessibility audit shall be undertaken at concept design, at detailed design and prior to handover, and the Centre shall not be certified for handover until accessibility non-conformances are closed.

11.2 Gender. The Consultant shall ensure that interpretive content represents women's roles in coastal livelihoods, conservation and science; that facilities provide for the needs of women visitors and staff, including creche, feeding and sanitation provision; that consultations achieve meaningful participation by women, recorded and disaggregated; and that the staffing establishment and community participation arrangements include specific and measurable targets for women's employment and enterprise participation.

11.3 Social inclusion. The Consultant shall design for the meaningful inclusion of coastal fisher communities, Scheduled Caste and Scheduled Tribe communities, and economically disadvantaged school populations, including through concessionary or free access arrangements, outreach to schools unable to travel, recruitment from local communities, and the incorporation of local and traditional ecological knowledge in interpretation with attribution and consent.

11.4 Language. Tamil and English shall be given equal prominence and equal quality in all visitor-facing content, signage, digital media and staffed interpretation.

12. Intellectual Property, Data and Confidentiality

12.1 All reports, drawings, designs, specifications, models, financial models, databases, photographs, films, animations, software configurations, brand assets and other materials prepared by the Consultant in the performance of the Services shall, upon payment, become the property of the Client. The Consultant shall deliver all such materials in editable native and source formats, together with fonts, project files, licences and asset libraries.

12.2 The Consultant shall ensure that all third-party material incorporated in any deliverable or in any Centre — including photographs, footage, music, sound, software, fonts, models and datasets — is licensed to the Client on a perpetual, irrevocable, worldwide, royalty-free basis for all purposes connected with the Centres and their promotion, and shall deliver a complete licence register. Material that cannot be so licensed shall not be used without the Client's prior written consent.

12.3 The Consultant shall ensure that equivalent intellectual property provisions are incorporated in every downstream contract it drafts, so that the Client acquires unrestricted ownership or licence of all fabricated designs, content and software, and is not dependent on any single supplier for future maintenance, content updates or replacement.

12.4 The Consultant may not publish, exhibit or otherwise use any material relating to the assignment without the Client's prior written consent, save that the Consultant may reference the assignment in its credentials after opening.

12.5 All information provided by or obtained from the Client is confidential and shall not be disclosed to any third party without the Client's prior written consent. This obligation survives the expiry or termination of the Contract. Personal data collected in surveys and consultations shall be handled in accordance with applicable Indian data-protection law, with informed consent, and shall be anonymised in all deliverables.

13. Key Performance Indicators and Quality Assurance

13.1 The Consultant's performance shall be assessed quarterly against the indicators below. Sustained under-performance shall entitle the Client to require corrective action, to require replacement of personnel, and, in the event of continued failure, to terminate the Contract in accordance with its terms.

Performance Area	Indicator	Target
Timeliness of deliverables	Deliverables submitted on or before the scheduled date	≥ 90% of deliverables, no deliverable more than 15 working days late
First-time acceptance	Deliverables accepted without requirement for substantive revision	≥ 75%
Key Expert continuity	Key Experts deployed as proposed, without unapproved substitution	100%
Key Expert presence	Actual Key Expert input against the agreed staffing schedule	≥ 95% of scheduled person-months
Design conflict management	Building/design interface conflicts identified before the affected works are executed	100%
Cost estimate accuracy	Variance between the Consultant's pre-tender estimate and the awarded contract price	Within ± 10%
Procurement quality	Procurement documents cleared by the Client and the World Bank without more than one round of substantive comment	≥ 80% of packages
Bidding competition	Number of substantially responsive bids received per package	≥ 3 per package
Site supervision presence	Resident supervisor attendance during installation periods	≥ 95% of scheduled days
Snag closure	Non-conformances closed within the agreed period	≥ 95% at handover; 100% before final payment
ESHS compliance	Reportable ESHS incidents on supervised sites attributable to inadequate supervision	Zero
Accessibility conformance	Accessibility audit non-conformances outstanding at handover	Zero
Operational readiness	Centres handed over with complete O&M manual, trained staff, transferred IPR and warranties	100%
Client satisfaction	Quarterly Client satisfaction rating	≥ 4 of 5

13.2 The Consultant shall operate a documented quality management system for the assignment, submitted as part of the Inception Report, covering internal technical review and sign-off of every deliverable before submission, document control and version management, design-change control, and independent internal audit of at least two deliverables per phase. Deliverables submitted without evidence of internal review may be returned unread.

14. Payment Schedule

14.1 The Contract is time-based, with payment for professional inputs against verified timesheets at the agreed rates and reimbursement of agreed expenses at cost. Notwithstanding, payment shall be released only against the milestone schedule below, which links cumulative disbursement to the acceptance of deliverables. Where inputs exceed the milestone ceiling, the excess shall be carried forward to the next milestone.

Milestone	Basis of Payment	Indicative Timing	% of Contract Price
M0	Mobilisation advance, against an unconditional bank guarantee of equal value valid until fully recovered	On signature	10%
M1	Acceptance of D1, D2 (Inception Report and Scope and Responsibility Matrix)	Week 4	5%
M2	Acceptance of D3, D4, D5 (Benchmarking, Diagnostics, Positioning)	Week 12	10%
M3	Acceptance of D6–D11 (Concept Design Package, all four Centres)	Week 30	15%
M4	Acceptance of D12–D16 (Detailed Design, Specification, BOQ/BOM, Packaging Strategy)	Week 40	15%
M5	Acceptance of D17 and D19–D21 (Procurement Documents; Business Plan, Financial Model, Governance Framework)	Week 44	10%
M6	Award of all principal downstream contracts, evaluation support complete (D18)	Week 52	5%
M7	Supervision: pro-rata against certified physical progress of downstream contracts, paid monthly (D24, D25)	Weeks 52–72	15%
M8	Acceptance of D22, D23, D26, D27, D28, D29 (Branding and Outreach; Commissioning Dossier; O&M Manuals; Training; Monitoring System)	Week 74	10%
M9	Handover certification of all four Centres and acceptance of D30, D31; closure of all non-conformances	Week 78	5%
Total			100%

14.2 A retention of five (5) per cent of each payment shall be withheld and released upon handover certification of all four Centres and closure of all non-conformances.

14.3 Where the downstream implementation programme is extended for reasons not attributable to the Consultant, supervision inputs shall be extended by variation on the agreed rates.

15. Duration, Level of Effort and Programme

15.1 The assignment shall be performed over eighteen (18) months from the Commencement Date, with a defects-and-support liability period extending six (6) months beyond handover of the last Centre, during which the Consultant shall remain available to advise on defects, warranty claims and operational issues at no additional cost, up to a ceiling of ten (10) person-days per Centre.

15.2 The indicative professional input is approximately 279 person-months as set out in Section 8. The duration and level of effort are indicative and are premised on the assumption that civil works at all four Centres proceed broadly to the programme advised by the Client at bidding. The Consultant shall state in its Technical Proposal the programme assumptions on which its input is based.

15.3 The indicative phase programme is as follows:

Phase	Indicative Period	Principal Deliverables
Phase 1 — Inception, Diagnostics, Positioning	Months 1–3	D1–D5
Phase 2 — Interpretive and Experience Concept Design	Months 3–7	D6–D11
Phase 3 — Detailed Design, Specification, Procurement	Months 6–11	D12–D18
Phase 4 — Implementation Supervision	Months 10–17	D24–D26
Phase 5 — Business Model, Readiness, Handover	Months 5–18	D19–D23, D27–D31

16. Selection Method, Contract Type and Evaluation Criteria

16.1 The Consultant will be selected in accordance with the World Bank Procurement Regulations for IPF Borrowers (Fifth Edition, September 2023, as amended) using Quality and Cost Based Selection (QCBS), with a quality-to-cost weighting of 80:20 reflecting the design-led and reputationally significant character of the assignment.

16.2 The Contract shall be a Time-Based contract in the World Bank's standard form, incorporating milestone-linked payment as set out in Section 14.

16.3 Technical proposals will be evaluated against the following criteria. The minimum technical qualifying score is 75 marks out of 100.

	Criterion	Marks
(a)	Specific experience of the Consultant relevant to the assignment: comparable visitor-attraction, museum and interpretation projects delivered to opening; immersive and AVGC-XR delivery; conservation and natural-heritage content; multilateral-financed assignments; experience in India and comparable contexts	15
(b)	Adequacy and quality of the proposed methodology and work plan in response to the Terms of Reference — including the understanding of the assignment demonstrated, the interpretive approach proposed, treatment of design-to-construction interface risk, procurement strategy, supervision methodology, and quality management	30
	of which: an outline interpretive concept for any one Centre of the bidder's choosing, not exceeding ten pages, demonstrating narrative thinking rather than generic methodology	(10)
(c)	Key Experts: qualifications and competence for the assignment	40
	K1 Team Leader / Project Director (10) K2 Interpretation and Experience Design Lead (9) K3 AVGC-XR and Immersive Technology Lead (8) K4 Conservation Science and Sustainability Lead (6) K5 Business Planning and Institutional Development Lead (4) K6 Procurement and Contract Management Specialist (3)	
(d)	Transfer of knowledge, training and capacity building of Client and Centre staff	5
(e)	Participation of national experts and demonstrated Tamil-language and local-context capability	10
	Total	100

16.4 Shortlisted firms may be invited to present their proposals to the evaluation committee. Presentations shall be given by the proposed Team Leader and at least two other proposed Key Experts in person; presentation performance may be used to inform, but not to substitute for, the scoring of criteria (b) and (c).

17. Conflict of Interest

17.1 The Consultant shall comply with the conflict-of-interest provisions of the World Bank Procurement Regulations. The Consultant shall provide professional, objective and impartial advice and shall at all times hold the Client's interest's paramount.

17.2 The Consultant, its affiliates, its joint-venture members, its sub-consultants and any entity under common control shall be disqualified from participating, in any capacity and whether directly or indirectly, in any downstream contract for the fabrication, supply, installation, integration, content production, operation or maintenance of the Centres of Excellence in respect of which the Consultant has prepared designs, specifications or procurement documents.

17.3 The Consultant shall not accept any commission, discount, rebate or other benefit from any supplier, manufacturer or contractor in connection with the assignment, and shall not specify any proprietary product except where no functionally equivalent alternative exists, in which case the specification shall permit equivalents and the reason shall be recorded in writing.

17.4 The Consultant shall disclose in its Proposal, and thereafter promptly upon its arising, any relationship, past or present, with any potential bidder for a downstream contract, with any party engaged on the Project, or with any official of the Client, that could give rise to an actual or perceived conflict of interest.

17.5 The Consultant, its personnel and its sub-consultants shall observe the highest standards of ethics and shall comply with the World Bank's Anti-Corruption Guidelines, including the provisions relating to corrupt, fraudulent, collusive, coercive and obstructive practices.

18. General Provisions

18.1 Language. The language of the Contract and of all deliverables shall be English, save where bilingual Tamil and English delivery is specified.

18.2 Governing law and jurisdiction. The Contract shall be governed by the laws of India, and the courts at Chennai shall have jurisdiction, subject to the dispute-resolution provisions of the Contract.

18.3 Insurance. The Consultant shall maintain professional indemnity insurance of not less than [] for the duration of the assignment and for three (3) years thereafter, together with public liability and employer's liability insurance and appropriate cover for its personnel on site.

18.4 Liability. The Consultant shall be liable for the consequences of any error, omission or negligence in the designs, specifications, quantities and certifications it produces, in accordance with the Contract.

18.5 Records. The Consultant shall maintain complete records of the assignment, including all correspondence, minutes, site records, test records and certifications, and shall deliver them to the Client on completion.

18.6 Applicable standards. In addition to the World Bank instruments referenced in this ToR, the Consultant shall comply with the National Building Code of India, the Wild Life (Protection) Act,

1972, the Coastal Regulation Zone Notification as applicable, the Rights of Persons with Disabilities Act, 2016 and its Harmonised Guidelines, and all other applicable Central and State law.

Annex A — Indicative Centre Briefs

The following are indicative thematic briefs to orient bidders. They are not prescriptive; the Consultant is expected to interrogate and develop them. Site-specific data will be provided to the selected Consultant.

A.1 Sea Turtle Conservation Centre

Interpretive territory: the life cycle and navigation of marine turtles; the Tamil Nadu nesting coast and the olive ridley; hatchery science and its limits; fishery interaction, bycatch and turtle excluder devices; artificial light and coastal development pressure; the role of fisher communities and volunteer networks in nest protection.

Distinctive opportunity: seasonal live connection to real nesting and hatching activity, handled without disturbance, and a citizen-science volunteer programme with genuine scientific value.

A.2 International Bird Centre

Interpretive territory: the Central Asian Flyway and the scale and physiology of migration; Tamil Nadu's wetland complex as a flyway node; wetland ecology and hydrology; identification, monitoring and citizen science; wetland loss, pollution and climate pressure.

Distinctive opportunity: real-time integration of live tracking and telemetry data, remote camera feeds and observation infrastructure, so that the Centre interprets birds that are actually present rather than birds in the abstract.

A.3 International Dugong Conservation Centre

Interpretive territory: dugong biology and behaviour and the species' precarious status in South Asia; the seagrass ecosystems of Palk Bay and the Gulf of Mannar and their blue-carbon and fishery value; the Dugong Conservation Reserve and its management; net entanglement, boat strike and seagrass degradation; the cultural resonance of the dugong.

Distinctive opportunity: a globally distinctive subject with very little existing public interpretation anywhere — this Centre has the clearest claim to international primacy of the four.

A.4 Mangrove Conservation Centre

Interpretive territory: mangrove ecology, adaptation and species diversity; Pichavaram, Muthupet and the Tamil Nadu mangrove domain; mangroves as coastal bio-shield and as blue-carbon store; restoration science and its frequent failures; mangrove-dependent fisheries and livelihoods.

Distinctive opportunity: direct experiential access to a living mangrove system through boardwalk, boat and canopy interpretation, with the built Centre deliberately subordinate to the habitat itself.

Annex B — Reference Documents to be Provided to the Consultant

1. TN-SHORE Project Appraisal Document and Financing Agreement
2. Project Environmental and Social Management Framework, Environmental and Social Commitment Plan, and Stakeholder Engagement Plan
3. Project Operations Manual and Procurement Plan
4. Feasibility studies, site selection studies and land-tenure documentation for each Centre
5. Topographic and geotechnical survey data for each site
6. Architectural and engineering drawings, specifications and BOQs for each Centre, at current stage of development
7. Construction contracts and current construction programmes for each Centre
8. Statutory clearances obtained and applications pending
9. Management plans for the protected areas within or adjacent to which the Centres are located
10. Any prior concept, interpretive or exhibition work commissioned for the Centres
11. Tamil Nadu tourism policy and statistics, and
12. Tamil Nadu State Action Plan on Climate Change

Annex C — Deliverable Format Requirements

Deliverable Type	Format Requirement
Reports and plans	Editable native format (.docx) and PDF; A4 portrait; three hard copies of principal reports; executive summary of not more than four pages for each principal report
Drawings	Editable CAD (.dwg) or BIM (.rvt / .ifc) and PDF; to agreed scales and title-block standard; drawing register maintained throughout
Financial models	Microsoft Excel, unlocked, all formulae visible, no hard-coded values within formulae, dedicated assumptions sheet, version-controlled
Design visuals and renders	Native format and high-resolution PDF/PNG/JPEG; all source files, layers, fonts and asset libraries delivered
Media assets	As specified in the Content-Readiness Specification; masters and source project files; complete licence register
Presentations	Editable native format and PDF
Data and survey outputs	Machine-readable (.csv / .xlsx) with data dictionary; anonymised; GIS data in shapefile or GeoPackage with metadata
All deliverables	Version-numbered, dated, and accompanied by a change log against the previous version and a response-to-comments matrix where applicable

Annexure - II

GOVERNMENT OF TAMIL NADU

Environment, Climate Change and Forests Department

TAMIL NADU SHORE PROGRAMME

Sustainably Harnessing Ocean Resources and Blue Economy

TERMS OF REFERENCE

Consulting Firm for the Assessment of Conservation-Led Coastal Ecotourism Potential and the Formulation and Implementation of a Coastal Ecotourism Policy and Framework and Mapping of potential / Suitable Blue Flag Beaches with preparation of Atlas

Selection Method: Quality and Cost Based Selection (QCBS)

Contract Type: Time-Based

Assignment Duration: 8 months from the Commencement Date

Financed by: IBRD, World Bank and the Government of Tamil Nadu

Reference No.: [RFP reference to be inserted]

Issue Date: | Version: Draft 01

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Abbreviations and Acronyms

Abbreviation	Expansion
BEAMS	Beach Environment and Aesthetics Management Services
BFB	Blue Flag Beach
Blue Flag	International eco-label for beaches, marinas and sustainable boating operators, administered by the Foundation for Environmental Education
CAPEX / OPEX	Capital Expenditure / Operating Expenditure
CBT	Community-Based Tourism
CEE	Centre for Environment Education (Blue Flag India National Operator)
CRZ	Coastal Regulation Zone
CZMP	Coastal Zone Management Plan
DoECCF	Department of Environment, Climate Change and Forests, Government of Tamil Nadu
DPR	Detailed Project Report
ESF	Environmental and Social Framework of the World Bank
ESHS	Environmental, Social, Health and Safety
ESMF / ESMP	Environmental and Social Management Framework / Plan
FEE	Foundation for Environmental Education
GIS	Geographic Information System
GoTN	Government of Tamil Nadu
GRM	Grievance Redress Mechanism
IBRD	International Bank for Reconstruction and Development
IEC	Information, Education and Communication
IPF	Investment Project Financing
IPR	Intellectual Property Rights
KPI	Key Performance Indicator
MSME	Micro, Small and Medium Enterprise
O&M	Operation and Maintenance
PIU / PMU	Project Implementation Unit / Project Management Unit
QCBS	Quality and Cost Based Selection
RFP	Request for Proposals
SEA / SH	Sexual Exploitation and Abuse / Sexual Harassment
SHG	Self-Help Group
TAC	Technical Assessment Committee
TN-BFRI	Tamil Nadu Blue Flag Readiness Index
TNGCC	Tamil Nadu Green Climate Company
TNPCB	Tamil Nadu Pollution Control Board
TN-SHORE	Tamil Nadu - Sustainably Harnessing Ocean Resources and Blue Economy Programme
ToR	Terms of Reference

1. Project Background and Financing

1.1 The Government of Tamil Nadu (GoTN), through the Department of Environment, Climate Change and Forests (DoECCF), is implementing the Tamil Nadu SHORE Programme (Sustainably Harnessing Ocean Resources and Blue Economy, hereafter "TN-SHORE"), financed by the International Bank for Reconstruction and Development (IBRD, hereafter "the World Bank") with counterpart financing from GoTN.

1.2 Tamil Nadu has one of India's longest and most diverse coastlines, extending approximately 1,069 kilometres across fourteen coastal districts and encompassing ecologically significant coastal and marine ecosystems — mangroves, coral reefs, seagrass meadows, salt marshes, estuaries, wetlands, sandy beaches, mudflats, coastal forests, islands and marine protected areas. These ecosystems provide critical ecological services and climate resilience and sustain the livelihoods of coastal communities through fisheries, tourism and other nature-dependent activities.

1.3 The State is home to globally significant biodiversity assets, including the Gulf of Mannar Biosphere Reserve, Palk Bay, Pulicat Lagoon, Point Calimere, numerous turtle-nesting beaches, internationally important bird habitats and culturally significant coastal settlements. While many of these locations attract visitors, coastal tourism has largely developed in an unplanned manner, with limited integration of conservation objectives, community participation, visitor management and sustainable infrastructure.

1.4 Growing domestic and international demand for nature-based tourism presents a significant opportunity for Tamil Nadu to position itself as a leading destination for sustainable coastal ecotourism. Realising this potential requires a rigorous understanding of the State's ecotourism assets, tourism demand, ecological sensitivities, carrying capacities, institutional arrangements, investment opportunities and policy gaps. A strategic framework is required to guide future development while ensuring that conservation remains the central objective and that local communities derive equitable social and economic benefits.

1.5 In parallel, Tamil Nadu has initiated a transition from conventional beach beautification to internationally benchmarked sustainable beach management under the Blue Flag framework. Through earlier phases of its Blue Flag Beach Programme under TN-SHORE, the State has committed substantial investment in aspiring Blue Flag beaches across several coastal districts. The next phase requires a shift from site-by-site selection to a scientifically prioritised, climate-resilient and investment-ready statewide framework, so that future public investment is directed by objective evidence rather than ad hoc choice.

1.6 Accordingly, DoECCF, acting through TN-SHORE, intends to engage a consulting firm (hereafter "the Consultant") to: (i) undertake a comprehensive assessment of conservation-led coastal ecotourism potential across the fourteen coastal districts; (ii) formulate a Tamil Nadu Coastal Ecotourism Policy and Implementation Framework; (iii) undertake feasibility studies of priority ecotourism destinations and circuits to bridge planning and subsequent Detailed Project Reports (DPRs); and (iv) prepare the Tamil Nadu Blue Flag Beach Suitability Atlas, the Tamil Nadu Blue Flag Readiness Index (TN-BFRI), an associated International Best Practice Framework, concept development plans for priority beaches, and a Strategic Investment Roadmap 2026–2035, in accordance with the direction of the Chairman and Chief Mission Director, TN-SHORE.

1.7 This assignment is intended to produce the strategic and technical foundation for a decade of conservation-led coastal tourism and Blue Economy investment in Tamil Nadu. It is a study and advisory assignment; the Consultant is not eligible to bid for, or to participate in, any downstream DPR, design or works contract arising from its recommendations, as set out in Section 17.

2. Rationale and Strategic Context

2.1 Coastal tourism in Tamil Nadu has historically grown around a small number of well-known destinations, with infrastructure added incrementally and without a conservation-led planning discipline. The result is uneven visitor experience, pressure on sensitive ecosystems, weak community benefit-sharing and investments whose long-term sustainability is not assured. The purpose of this assignment is to replace ad hoc development with an evidence-based framework in which conservation value, ecological sensitivity, carrying capacity, community readiness and operational sustainability determine where, how and at what scale investment occurs.

2.2 Two decision problems are addressed together. The first is strategic and statewide: which coastal locations hold genuine, sustainable ecotourism potential, in what thematic form, and in what sequence should they be developed. The second is specific and certification-driven: which of Tamil Nadu's beaches are suitable and ready for development under the Blue Flag Programme, and how should a decade of Blue Flag investment be prioritised. Both problems share the same underlying data — ecological sensitivity, water quality, safety, accessibility, climate exposure, land and regulatory status, community context and O&M feasibility — and are therefore most efficiently and coherently addressed within a single assignment, provided each retains its own analytical rigour and its own deliverables.

2.3 The Blue Flag programme is an internationally recognised voluntary eco-label requiring compliance with rigorous standards on water quality, environmental education and information, environmental management, safety and services, and climate action. In India, the Centre for Environment Education (CEE) functions as the Blue Flag National Operator; awards are valid for one season and require annual, compliance-based renewal. The Blue Flag workstream in this assignment is therefore not a beach-ranking exercise but a readiness and investment instrument aligned with Blue Flag certification logic, extended with Tamil Nadu-specific indicators on climate resilience, carrying capacity, livelihood opportunity and long-term O&M sustainability.

2.4 The Consultant is expected to bring an integrated capability spanning sustainable-tourism and destination planning; conservation science and coastal ecology; community engagement and livelihoods; tourism economics and financial feasibility; GIS, remote sensing and spatial analysis; coastal safety and climate-risk assessment; and policy and institutional design. Firms are expected to assemble this capability through a joint venture or structured sub-consultancy arrangement where they do not hold it in-house. Proposals shall demonstrate familiarity with leading national and international coastal-ecotourism and beach-certification practice, and a considered view of what should and should not be transferred to the Tamil Nadu context.

3. Objectives of the Assignment

3.1 Development Objective

The development objective to which this assignment contributes is to strengthen the conservation of Tamil Nadu's coastal and marine biodiversity, and to secure equitable community benefit and climate resilience, by establishing an evidence-based framework that guides sustainable, conservation-led coastal ecotourism and Blue Flag beach investment across the State.

3.2 Specific Objectives

The specific objectives of the consultancy are to:

- assess conservation-led coastal ecotourism potential across all fourteen coastal districts, considering ecological, cultural, social, economic and tourism dimensions;
- develop a scientific, multi-criteria framework to identify, evaluate and prioritise coastal ecotourism destinations and circuits on the basis of biodiversity value, environmental sensitivity, carrying capacity, tourism demand, accessibility, community readiness and investment potential;
- assess existing tourism infrastructure, visitor facilities, institutional mechanisms and the policy and regulatory framework, and identify the gaps constraining sustainable coastal ecotourism;
- evaluate domestic and international tourism trends, visitor preferences, emerging ecotourism products and global best practice relevant to the Tamil Nadu coast;
- prepare the Tamil Nadu Blue Flag Beach Suitability Atlas and the Tamil Nadu Blue Flag Readiness Index (TN-BFRI), classify beaches by readiness and investment pathway, and prepare a Strategic Investment Roadmap 2026–2035;
- undertake feasibility studies of priority destinations, circuits and beaches sufficient to support a go/no-go investment decision and the subsequent preparation of DPRs;
- formulate a comprehensive Tamil Nadu Coastal Ecotourism Policy and Implementation Framework, integrating conservation, climate resilience, livelihoods, community participation, responsible private-sector engagement, institutional arrangements, financing and monitoring; and
- validate the findings and the policy through structured stakeholder consultation, and deliver an implementation roadmap and a pipeline of investment-ready priority sites.

3.3 Outcome Standard

The assignment will be judged successful if, at its conclusion, the Client holds: an approved Coastal Ecotourism Policy and Implementation Framework; a defensible, GIS-based prioritisation of ecotourism destinations and Blue Flag beaches with transparent scoring; feasibility studies sufficient to commission DPRs without repeating primary analysis; and a phased, costed investment roadmap to 2035 that Government can act upon.

4. Scope of Services

4.1 Structure and Decision Rights

The Services are organised into six phases. Phases 1 to 3 run substantially in sequence; the Feasibility Study (Phase 4) begins as priority sites are confirmed; Policy formulation (Phase 5) draws on all preceding phases; and validation and finalisation (Phase 6) concludes the assignment. Each phase is subject to written acceptance by the Client, on the advice of the Technical Assessment Committee (TAC) where applicable, before the succeeding phase is finalised.

Throughout this ToR, the Consultant's responsibility for each activity is characterised using the following defined terms, which are contractually binding:

Term	Meaning
Prepare (P)	The Consultant is the author of the deliverable and is professionally accountable for its analytical adequacy, evidential basis, methodological soundness and fitness for purpose. The Consultant signs the deliverable.
Recommend (R)	The Consultant prepares an analysed and reasoned recommendation for a decision reserved to the Client or the Technical Assessment Committee. The Consultant is accountable for the quality of the analysis, not for the decision.
Support (S)	The Consultant provides technical inputs, facilitation, drafting or attendance in a process led by the Client, the TAC or another party.

The Consultant shall not sub-delegate any activity marked "Prepare" to a sub-consultant not named in its Proposal without the prior written consent of the Client. Field primary data — water quality, safety and ecological screening in particular — shall be collected and certified by suitably qualified personnel or accredited laboratories.

4.2 Phase 1 — Inception, Baseline and Field Assessment (Months 1–2)

Task 1.1 Mobilisation and Inception

- Mobilise the team, establish the project office in Chennai, and confirm arrangements for field work across all fourteen coastal districts. [P]
- Review existing tourism policies, ecotourism strategies, CZMPs, CRZ regulations, biodiversity conservation plans, disaster-management plans and relevant national and international literature, and review the earlier phases of the Blue Flag Beach Programme in Tamil Nadu. [P]
- Confirm and refine the methodology, sampling approach, multi-criteria frameworks, survey instruments, consultation plan and work programme, and agree data-sharing arrangements with the Client and line agencies. [P]
- Prepare the Inception Report, including confirmed methodology, work plan, staffing schedule, quality-management plan, risk register, candidate-identification templates and a communication protocol. [P]

Task 1.2 Statewide Baseline and District Assessment

- Undertake district-level assessment across all fourteen coastal districts — Chennai, Tiruvallur, Chengalpattu, Villupuram, Cuddalore, Mayiladuthurai, Nagapattinam, Thiruvallur, Thanjavur,

Pudukkottai, Ramanathapuram, Thoothukudi, Tirunelveli and Kanniyakumari — covering the existing status of coastal tourism, tourism infrastructure, visitor facilities, accessibility, environmental conditions and institutional preparedness. [P]

- Design and administer structured surveys covering representative coastal destinations, beaches, islands, wetlands, estuaries, mangrove ecosystems, fishing villages and other ecologically significant locations. [P]
- Assess current visitor trends, institutional arrangements, private-sector participation and existing tourism circuits, and compare them against regional and global standards. [P]
- Establish a GIS baseline: compile spatial data on ecosystems, protected areas, CRZ/CZMP layers, shoreline change, hazards, transport connectivity and existing tourism assets, structured for use in the Suitability Atlas. [P]
- Identify strengths, constraints, opportunities and risks influencing conservation-led coastal ecotourism, by district. [P]

4.3 Phase 2 — Potential Assessment, Market Analysis and Benchmarking (Months 1–3)

Task 2.1 Multi-Criteria Ecotourism Potential Assessment

- Develop a transparent multi-criteria framework for evaluating ecotourism potential, with defined indicators, weights and scoring rules, covering biodiversity and conservation value, environmental sensitivity, carrying capacity, tourism attractiveness and demand, accessibility, infrastructure readiness, community readiness and investment feasibility. [P]
- Apply the framework to classify potential ecotourism destinations into high, medium and emerging priority categories, and prepare district-wise opportunity profiles setting out tourism themes, suitable activities and development potential. [P]
- Identify sustainable ecotourism circuits linking priority destinations, taking account of ecological sensitivity, travel time, existing infrastructure and complementary attractions. [P]

Task 2.2 Stakeholder and Socio-Economic Assessment

- Undertake stakeholder consultations and socio-economic surveys across the coastal districts to understand community aspirations, concerns, livelihood linkages and opportunities, disaggregated by sex and by community. [P]
- Consult the full tourism value chain, including public-sector agencies, domestic and international private-sector operators, tourism and allied-sector associations, communities, tourism-related MSMEs, SHGs and suppliers. [P]
- Assess livelihood and enterprise opportunities associated with ecotourism, and the risks to existing fisher access, customary use and cultural practice. [P]

Task 2.3 Market Assessment and Benchmarking

- Analyse domestic and international ecotourism trends and emerging visitor preferences relevant to the Tamil Nadu coast. [P]

- Benchmark leading coastal-ecotourism destinations globally and within India, identifying replicable models of governance, financing, community participation, visitor management and sustainability. [P]
- Assess demand for specific ecotourism products — marine tourism, mangrove tourism, birding, turtle-conservation tourism, interpretation centres, village and community-based tourism, water-based recreation, wellness tourism and educational tourism. [P]

4.4 Phase 3 — Blue Flag Beach Suitability Atlas and Readiness Index (Months 2–5)

This phase incorporates, as a distinct workstream, the assessment of potential Blue Flag Beaches directed by the CMD, TN-SHORE. It applies a three-layer decision architecture: (Layer 1) beach suitability screening; (Layer 2) Blue Flag readiness assessment through the TN-BFRI; and (Layer 3) strategic investment prioritisation. Field primary data (water quality, safety, ecology) shall be collected to a standard defensible before the Technical Assessment Committee.

Task 3.1 Statewide Beach Inventory and GIS Screening

- Compile a statewide candidate-beach inventory from district nominations, existing tourism locations and expert screening, with coordinates, typology and baseline attributes. [P]
- Undertake GIS screening using satellite imagery, CZMP/CRZ layers, shoreline change, transport connectivity, hazard and tourism layers, to move from a long list to a technically justified shortlist. [P]
- Classify candidate beaches by primary management character — urban tourism, resort-linked, community, eco-tourism, conservation-sensitive, pilgrimage, and adventure/recreation beaches — so that recommendations are not one-size-fits-all. [P]

Task 3.2 Suitability Assessment and GIS Atlas

- Score shortlisted beaches against the suitability criteria (physical characteristics; tourism potential; accessibility and connectivity; environmental quality; water quality; coastal safety; land and regulatory feasibility; climate resilience; community and livelihood potential; operational sustainability), using the indicative weightings at Annex B, refined and approved at inception. [P]
- Prepare the Tamil Nadu Blue Flag Beach Suitability Atlas: suitability maps, district sheets, a ranked GIS database and digital map layers, delivered on a usable digital platform. [P]

Task 3.3 Specialist Field Assessments

- Undertake water-quality and environmental screening of shortlisted beaches, with sampling and laboratory analysis through TNPCB or recognised accredited laboratories, pollution-source identification and ecological-sensitivity profiling, and flag certification risk. [P]
- Undertake specialised beach safety and risk assessment, including rip-current and wave exposure, bathing suitability, emergency access, rescue feasibility and lifeguard requirements, producing beach-wise safety ratings and hazard maps. [P]
- Undertake climate-resilience assessment, screening erosion, flooding, storm surge, cyclone and sea-level-rise exposure, and identify nature-based and low-impact adaptation options. [P]

Task 3.4 TN-BFRI and Readiness Classification

- Operationalise the Tamil Nadu Blue Flag Readiness Index across the five themes — Environmental Education and Information (15%); Water Quality (25%); Environmental Management (25%); Safety and Services (25%); Climate Resilience and Sustainability (10%) — with each indicator scored on an evidence-supported 0–5 scale, as set out at Annex C and refined at inception. [P]
- Score shortlisted beaches, classify each into readiness class A (immediate, score >80), B (medium-term, 65–80), C (long-term, 50–65) or D (conservation/restricted development, <50), and submit the scoring for validation by the Technical Assessment Committee. [P]

Task 3.5 Concept Development Plans and Investment Roadmap

- Prepare concept development plans for priority beaches, covering zoning, infrastructure concepts, access and visitor circulation, universal accessibility, environmental management, an O&M concept and preliminary cost estimates. [P]
- Prepare an International Best Practice Framework aligned to FEE/Blue Flag international criteria and CEE/Blue Flag India national-operator guidance, and to relevant BEAMS experience, adapted to Tamil Nadu conditions. [P]
- Prepare the Strategic Investment Roadmap 2026–2035, sequencing beaches by readiness, investment requirement, certification risk and management pathway (immediate 2026–2028; medium-term 2028–2031; long-term 2031–2035; and conservation/low-impact), with indicative financing and an implementation strategy. [P]

4.5 Phase 4 — Feasibility Study of Priority Sites and Circuits (Months 3–6)

The Feasibility Study is the bridge between prioritisation and DPR preparation. It shall be undertaken for the priority ecotourism destinations and circuits identified in Phase 2 and the priority beaches classified A or B in Phase 3, to a depth sufficient to support a go/no-go investment decision and to commission DPRs without repeating primary analysis.

Task 4.1 Technical and Environmental Feasibility

- Assess technical feasibility for each priority site and circuit, including land availability and tenure, site servicing, access, and the buildability of the proposed concept within its ecological and physical constraints. [P]
- Assess environmental and regulatory feasibility, including CRZ status and permissibility, required clearances, ecological carrying capacity, and the environmental safeguards and nature-based measures the intervention would require. [P]
- Determine carrying capacity for each site and reconcile projected visitation against it; where demand would exceed ecological carrying capacity, design the management response. [P]

Task 4.2 Market, Social and Institutional Feasibility

- Assess market and demand feasibility, including projected visitation by segment, seasonality, willingness to pay and competing and complementary attractions. [P]

- Assess social and community feasibility, including community acceptance, benefit-sharing, protection of fisher access and customary use, and the participation of women and vulnerable groups. [P]
- Assess institutional feasibility, identifying the ownership, management and O&M entity for each site and the arrangements required to sustain it. [P]

Task 4.3 Financial and Economic Feasibility

- Prepare, for each priority site and circuit, indicative capital and operating cost estimates, projected revenue, and a financial analysis including viability and break-even, with stated assumptions and sensitivity analysis. [P]
- Prepare a preliminary economic analysis capturing the wider conservation, livelihood, climate-resilience and Blue Economy benefits, and the public subsidy, if any, required. [P]
- Provide a clear go / no-go / conditional recommendation for each site and circuit, and, for each viable site, an outline Terms of Reference for the subsequent DPR. [R]

4.6 Phase 5 — Coastal Ecotourism Policy and Implementation Framework (Months 5–7)

Task 5.1 Draft Coastal Ecotourism Policy

- Formulate a comprehensive Tamil Nadu Coastal Ecotourism Policy articulating the vision, objectives, guiding principles, policy interventions and strategic framework for sustainable, community-centric, conservation-led coastal ecotourism, aligned with national policy and international good practice. [P]
- Include responsible visitor-management strategies, environmental safeguards, carrying-capacity and climate-resilience principles, and the standards to which coastal ecotourism development shall conform. [P]
- Recommend sustainable ecotourism models integrating biodiversity conservation, climate resilience, livelihood enhancement, community participation and responsible private-sector engagement, including community-based tourism and benefit-sharing models. [P]

Task 5.2 Implementation Framework

- Prepare an implementation framework setting out institutional arrangements and roles, regulatory mechanisms, financing approaches and investment priorities, environmental and social safeguards, and a monitoring and evaluation framework with indicators. [P]
- Consolidate the prioritised destinations, circuits and Blue Flag beaches into a single investment pipeline aligned with the Strategic Investment Roadmap 2026–2035. [P]
- Prepare an action plan for the subsequent preparation of DPRs and for policy implementation, including sequencing, responsibilities and indicative timelines. [P]

4.7 Phase 6 — Consultation, Validation and Finalisation (Months 7–8)

- Conduct stakeholder consultations and validation workshops with relevant Government departments, district authorities, local communities, tourism stakeholders and other key

institutions to present findings and obtain feedback on the policy, the framework, the feasibility findings and the Blue Flag outputs. [P]

- Incorporate feedback and finalise the Tamil Nadu Coastal Ecotourism Policy, the Implementation Framework and roadmap, the feasibility studies, and the Blue Flag Atlas, TN-BFRI and Strategic Investment Roadmap. [P]
- Deliver all datasets, GIS databases and knowledge products in the agreed formats, and prepare an Assignment Completion Report. [P]

5. Deliverables and Delivery Schedule

5.1 All deliverables shall be submitted in English; the Policy, the Implementation Framework and all public-facing and consultation materials shall additionally be delivered in Tamil. Reports shall be submitted electronically in editable native format and in PDF; spatial outputs as a documented GIS database with map-ready layers and a usable digital platform; financial and feasibility models in unlocked, formula-visible spreadsheet form. Three (3) hard copies of each principal report shall be provided.

5.2 Week numbers below run from the Commencement Date. The Client, on the advice of the TAC where applicable, shall communicate acceptance or comments within nine (9) working days of receipt; the Consultant shall address comments and resubmit within six (6) working days.

Ref.	Deliverable	Phase	Due (week from commencement)
D1	Inception Report: methodology, work plan, staffing schedule, quality plan, risk register, survey instruments, multi-criteria and TN-BFRI frameworks refined for approval, candidate-identification templates, consultation plan	PH1	W2
D2	Baseline and District Assessment Report, with fourteen district-level profiles and the GIS baseline database	PH1	W7
D3	Ecotourism Potential Assessment Report: multi-criteria framework, prioritised destinations (high/medium/emerging), district opportunity profiles and candidate circuits	PH2	W11
D4	Stakeholder and Socio-Economic Assessment Report, with consultation record disaggregated by sex and community	PH2	W11
D5	Market Assessment and Benchmarking Report	PH2	W13
D6	Statewide Beach Inventory and GIS Screening Report, with candidate database, typology and shortlist	PH3	W10
D7	Tamil Nadu Blue Flag Beach Suitability Atlas: suitability maps, district sheets, ranked GIS database and digital platform	PH3	W16
D8	Water Quality and Environmental Assessment Report; Beach Safety, Risk and Climate Resilience Report (shortlisted beaches)	PH3	W17
D9	TN-BFRI Report: scoring framework, beach-wise scores and A–D readiness classification, validated by the TAC	PH3	W18
D10	Concept Development Plans for priority beaches; International Best Practice Framework	PH3	W19

D11	Blue Flag Strategic Investment Roadmap 2026–2035 (integrated at D16)	PH3	W19
D12	Feasibility Study Report for priority ecotourism sites and circuits (technical, environmental, market, social, institutional, financial and economic), with go/no-go recommendations and per-site DPR outline ToRs	PH4	W23
D13	Draft Tamil Nadu Coastal Ecotourism Policy	PH5	W25
D14	Draft Policy Implementation Framework, investment pipeline and DPR action plan	PH5	W27
D15	Consultation and Validation Report (workshops and stakeholder feedback)	PH6	W30
D16	Final Coastal Ecotourism Policy; Final Implementation Framework and Roadmap; Final Feasibility Studies; Final Blue Flag Atlas, TN-BFRI and Strategic Investment Roadmap 2026–2035	PH6	W32
D17	GIS databases, datasets and knowledge products; Assignment Completion Report	PH6	W33
D18	Monthly Progress Reports	All	Monthly from W2

5.3 Acceptance criteria for each deliverable shall be agreed in writing at inception and recorded in the Quality Management Plan. A deliverable is accepted only when it is complete, internally consistent, evidentially sound, responsive to prior comments, and compliant with the format requirements at paragraph 5.1. The TN-BFRI scoring, the shortlist and the readiness classification are additionally subject to validation by the Technical Assessment Committee.

6. Client's Inputs, Data and Counterpart Support

6.1 The Client shall provide, without charge and to the extent available:

- existing tourism, coastal-management, CRZ/CZMP, biodiversity, disaster-management and Blue Flag programme documentation, and the outputs of earlier Blue Flag phases;
- available spatial data, shoreline and hazard datasets, and relevant departmental GIS layers, to avoid duplication;
- introductions to and facilitation of access with line departments (including TNPCB, Tourism, Fisheries and the Disaster Management Authority), district administrations, local bodies and community institutions;
- constitution of the Technical Assessment Committee (TAC) and convening of its reviews;
- issuance of district-level calls for candidate-beach nominations and facilitation of field work and permissions;
- a nominated Project Director and nodal officers empowered to convene and transmit Client decisions; and
- timely decisions in accordance with the review periods at paragraph 5.2.

6.2 The Consultant shall provide all other resources required for the Services, including office accommodation, equipment, software, transport, communications, survey and laboratory costs,

printing and insurance, and all travel and subsistence for its personnel. These costs shall be reflected in the Financial Proposal.

6.3 The Client makes no warranty as to the accuracy or completeness of the data provided; the Consultant shall satisfy itself as to the material it relies upon and shall document confidence levels and data gaps.

7. Institutional Arrangements, Reporting and Approvals

7.1 The Consultant shall report to the Mission Director/CMD, TN-SHORE, DoECCF, or to such officer as the Client may nominate in writing. Day-to-day coordination shall be through the TN-SHORE Project Management Unit.

7.2 A TAC, constituted by the Department, shall function as the independent technical review and quality-assurance body, in particular for the Blue Flag workstream. The TAC shall approve the assessment methodology, validate the suitability and TN-BFRI scoring, review deliverables and recommend priority beaches. The Consultant shall present to the TAC at the inception, shortlist, scoring and finalisation stages, and shall respond in writing to its comments.

7.3 The Consultant shall coordinate with the Blue Flag National Operator (CEE / Blue Flag India) and, where the Client engages one, with the international Blue Flag technical advisor, so that the TN-BFRI and the Best Practice Framework remain consistent with current certification requirements.

7.4 Deliverables subject to World Bank prior review shall be cleared by the Bank before finalisation. The Consultant shall prepare all documentation to the standard required for such review and shall respond to Bank comments through the Client.

7.5 The Consultant shall convene a formal review meeting with the Client at the conclusion of each phase and shall not finalise a phase's deliverables until written acceptance is issued.

8. Team Composition and Qualification Requirements

8.1 The Consultant shall deploy a multidisciplinary team adequate to deliver the Services across all fourteen coastal districts. The positions below are the minimum requirement; the Consultant shall propose any additional expertise it considers necessary, which will be viewed favourably where justified against the Scope of Services.

8.2 Only the Key Experts in Table 8.1 will be evaluated on the basis of their curricula vitae. Non-Key Experts shall be proposed with positions, qualifications and person-months, but their CVs will not be scored; the Client reserves the right to require replacement of any Non-Key Expert not meeting the stated minima.

8.3 Experience requirements are minimal. "Relevant experience" means demonstrable, verifiable experience in the specific field described, evidenced by named projects and the individual's personal role. All Key Experts shall be fluent in English; at least three Key or Non-Key Experts, including the Community Engagement Specialist, shall be fluent in Tamil. Key Experts shall not be substituted after proposal submission except as permitted by the World Bank Procurement Regulations, and then only with a replacement of equal or superior qualifications approved by the Client.

Table 8.1 Key Experts

#	Position	Minimum Qualification and Experience	Role and Accountability	Person-Months
K1	Team Leader / Project Manager	Postgraduate degree in tourism management, environmental management, urban or regional planning, public policy, management or a related discipline. Minimum 15 years' professional experience, of which at least 8 years leading multidisciplinary tourism, environment or institutional-development assignments. At least two completed assignments of comparable scale led from inception to final deliverable, at least one involving sustainable or nature-based tourism.	Overall leadership and single-point accountability for the assignment. Strategic direction across all workstreams and all fourteen districts. Principal interface with the Client, the TAC and the World Bank. Final quality assurance and signature of all principal deliverables. Leads formulation of the Coastal Ecotourism Policy.	8
K2	Senior Ecotourism and Destination Planning Specialist	Postgraduate degree in tourism management, ecotourism, sustainable tourism, hospitality management, environmental planning or a related field. Minimum 12 years in ecotourism planning, destination development or sustainable-tourism advisory, including at least two completed nature-based or coastal tourism strategies or destination plans.	Leads the ecotourism potential assessment, product and circuit design, visitor-management strategy and destination-development framework. Principal contributor to the Policy, the sustainable-tourism models and the feasibility of tourism concepts.	7
K3	Coastal / Marine Environment and Conservation Specialist	Postgraduate degree in marine biology, coastal zone management, ecology, environmental science, biodiversity conservation or a closely related discipline; doctoral qualification preferred. Minimum 12 years in coastal or marine ecosystem management, conservation or environmental assessment, with demonstrated command of CRZ/CZMP and carrying-capacity assessment.	Accountable for ecological and environmental assessment, sensitivity and carrying-capacity analysis, environmental feasibility and safeguards, and the environmental integrity of all recommendations. Leads the environmental screening within the Blue Flag workstream.	7
K4	Tourism Economist / Financial Feasibility Specialist	Postgraduate degree in economics, public finance, development economics, infrastructure finance or a related discipline, or a recognised professional accountancy qualification. Minimum 10 years in economic and financial analysis, including at least two	Leads demand and market analysis, cost, revenue and financial modelling, the financial and economic feasibility analysis, and the investment roadmap and financing strategy for both the ecotourism and Blue Flag workstreams.	6

		assignments involving tourism economics, cost-benefit or feasibility analysis, or investment planning.		
K5	GIS, Remote Sensing and Spatial Analysis Specialist	Postgraduate degree (or Bachelor's with strong specialisation) in geoinformatics, remote sensing, geography, geomatics or a related discipline. Minimum 10 years in GIS mapping, spatial analysis, remote sensing and geospatial database development, including multi-criteria suitability modelling and preparation of thematic atlases.	Leads the GIS baseline, spatial screening, multi-criteria suitability modelling, preparation of the Blue Flag Beach Suitability Atlas and delivery of the ranked GIS database and digital platform.	6
	Sub-total — Key Experts			34

The Team Leader shall be present in Tamil Nadu for not less than 60 % of the assignment duration and shall attend every Technical Assessment Committee and Client review meeting relevant to the assignment.

Table 8.2 Non-Key Experts

#	Position	Minimum Qualification and Experience	Role	Person-Months
N1	Social Development / Community Engagement Specialist	Postgraduate degree in social work, sociology, rural development, development studies or anthropology. Minimum 8 years in community engagement, livelihood development, participatory planning or stakeholder consultation, preferably with coastal or fisher communities. Fluency in Tamil essential.	Leads stakeholder consultation, socio-economic surveys, community participation and benefit-sharing design, gender and social inclusion, and protection of fisher access and customary use.	6
N2	Coastal Safety and Climate Risk Specialist	Postgraduate degree in coastal or ocean engineering, oceanography, disaster management or a related discipline. Minimum 8 years in coastal hazard, beach safety, or climate-risk assessment, including rip-current, erosion and storm-surge analysis.	Leads the specialised beach safety and risk assessment and the climate-resilience screening within the Blue Flag workstream; advises on safety and adaptation in concept plans.	3
N3	Water Quality and Environmental Assessment Specialist	Postgraduate degree in environmental science, environmental engineering, marine science or public health. Minimum 8 years in water-quality monitoring and environmental assessment, with familiarity with bathing-water	Leads bathing-water-quality screening, pollution-source identification and ecological-sensitivity profiling; interfaces with TNPCB and accredited laboratories.	3

		standards and laboratory protocols.		
N4	Policy and Institutional Development Specialist	Postgraduate degree in public policy, law, public administration or management. Minimum 8 years in policy formulation and institutional design, preferably in tourism, environment or natural-resource sectors.	Leads drafting of the Coastal Ecotourism Policy and the institutional and regulatory components of the Implementation Framework and governance arrangements.	5
N5	Urban Design / Landscape Architect	Degree in landscape architecture, urban design or architecture. Minimum 7 years in destination, waterfront or public-realm design, preferably low-impact and nature-based.	Leads concept development plans, zoning, visitor circulation, universal accessibility and low-impact infrastructure concepts for priority sites and beaches.	5
	Sub-total — Non-Key Experts			38

Table 8.3 Support Staff

#	Position	Minimum Qualification and Experience	Role	Person-Months
S1	Field Survey Coordinators (2 nos.)	Bachelor's degree with minimum 4 years in field survey coordination, preferably in coastal or tourism contexts.	Coordinate district field surveys, ground-truthing, documentation and local logistics across the fourteen districts.	12 (6 each)
S2	GIS / Remote Sensing Analysts (2 nos.)	Degree in geoinformatics, geography or a related field with minimum 3 years in GIS and spatial analysis.	Spatial data compilation, screening, suitability mapping and atlas and database production.	12 (6 each)
S3	Research and Documentation Analysts (2 nos.)	Bachelor's degree in tourism, environment, economics, planning or public policy with minimum 3 years in research, consulting or documentation.	Secondary research, survey administration, consultation documentation, report and knowledge-product preparation.	14 (7 each)

8.4 The indicative total professional input is approximately 94 person-months, of which 34 are Key Expert inputs. This is indicative; bidders shall propose the input they consider necessary and justify any material departure in the Technical Proposal.

9. Firm Eligibility and Experience Requirements

9.1 The Consultant may be a single firm or a joint venture. Given the breadth of capability required — spanning tourism planning, coastal ecology, feasibility economics, GIS and beach-certification expertise — joint ventures and structured sub-consultancy arrangements are expressly encouraged, including between international specialist practices and Indian firms. In a joint venture, all members shall be jointly and severally liable and the lead member shall be identified in a Joint Venture Agreement submitted with the Proposal.

9.2 The Consultant, or the joint venture collectively, shall demonstrate:

- at least ten (10) years of continuous professional practice by the lead member;
- average annual turnover over the last three financial years of not less than [INR ___ / USD ___] equivalent for the lead member; [Client to insert, proportionate to the estimated contract value]
- successful completion, within the last ten (10) years, of at least three (3) assignments in tourism planning, destination development, ecotourism or sustainable-tourism strategy, each carried through to final deliverable;
- successful completion of at least one (1) assignment involving GIS-based multi-criteria suitability analysis or thematic-atlas preparation at regional or state scale;
- successful completion of at least one (1) assignment involving tourism or infrastructure feasibility analysis and financial modelling;
- demonstrated experience in coastal, marine or protected-area environmental assessment; and demonstrated familiarity with beach-certification (Blue Flag) or comparable sustainable-beach-management frameworks, whether directly or through a named partner;
- experience of at least one (1) assignment financed by the World Bank or another multilateral development bank, or demonstrable command of multilateral procurement procedures; and
- demonstrated capability to operate in India and to deliver content and consultation in Tamil, whether directly or through named local partners.

9.3 Sub-consultants proposed for any part of the Services — in particular accredited laboratories for water quality, and specialist agencies for beach safety and risk assessment — shall be named in the Proposal with the scope allocated to them and evidence of their qualifications, and may not be changed after award without the Client's written approval.

9.4 Eligibility is further subject to the World Bank Procurement Regulations, including the provisions on sanctions and debarment, and to the Bank's Anti-Corruption Guidelines.

10. Environmental and Social Requirements

10.1 The assignment is subject to the World Bank Environmental and Social Framework and to the Programme's Environmental and Social Management Framework and any site-specific plans. The Consultant shall ensure that every assessment, feasibility study, concept plan and policy recommendation is consistent with these instruments and with applicable Central and State environmental law, including the CRZ Notification and CZMP provisions.

10.2 The Consultant shall in particular ensure that:

- no recommended destination, circuit, beach concept or activity causes disturbance to nesting turtles, dugongs, seagrass beds, roosting or feeding waterbirds, mangrove systems, coral reefs or other sensitive receptors, and that ecological carrying capacity governs the intensity of use recommended;
- conservation-sensitive and hazardous sites are directed to conservation, low-impact or community-stewardship pathways rather than to intensive development;
- waste, plastic, water, energy and pollution considerations, consistent with the Programme's coastal-pollution objectives, are embedded in concept plans and in the Policy; and
- recommendations comply with CRZ provisions and identify the clearances that downstream development would require.

10.3 SEA/SH. The Consultant and all its personnel and sub-consultants shall sign and comply with a Code of Conduct addressing sexual exploitation and abuse and sexual harassment, shall ensure their field teams are trained on it, and shall observe the Programme's SEA/SH prevention and response arrangements during all field work and consultations.

10.4 Grievance redress. The Consultant shall observe the Programme's Grievance Redress Mechanism during its field work and consultations, publicise it appropriately, and record and refer grievances arising in the course of its activities.

11. Gender Equality, Social Inclusion and Accessibility

11.1 Community and livelihoods. The Consultant shall protect fisher access, customary use, cultural practice and existing livelihoods in all recommendations, and shall design community participation, benefit-sharing and stewardship arrangements that give SHGs, youth groups, MSMEs and local enterprises a meaningful role in future ecotourism and beach management.

11.2 Gender. Consultations shall achieve meaningful, recorded and disaggregated participation by women. The Policy, the feasibility studies and the concept plans shall address women's employment and enterprise participation with specific and measurable targets, and shall provide for the needs of women visitors and workers.

11.3 Social inclusion. The Consultant shall design for the inclusion of Scheduled Caste and Scheduled Tribe communities, fisher communities and economically disadvantaged groups, and shall incorporate local and traditional ecological knowledge in interpretation and product design with attribution and consent.

11.4 Universal accessibility. All concept development plans and beach-development recommendations shall apply universal-design principles, consistent with the Rights of Persons with Disabilities Act, 2016 and the Harmonised Guidelines and Space Standards for a Barrier-Free Built Environment, and consistent with the Blue Flag accessibility criterion. Accessibility shall not be met by a separate or lesser parallel provision.

11.5 Language. Tamil and English shall be given equal prominence and quality in the Policy, consultation materials and all public-facing outputs.

12. Intellectual Property, Data and Confidentiality

12.1 All reports, frameworks, indices, GIS databases, maps, spatial layers, datasets, models, photographs and other materials prepared by the Consultant in the performance of the Services shall, upon payment, become the property of the Client. The Consultant shall deliver all such materials in editable native and source formats, including the complete GIS database with documented metadata and the unlocked feasibility and financial models.

12.2 The Consultant shall ensure that all third-party material — including satellite imagery, datasets, base maps, software and photographs — incorporated in any deliverable is licensed to the Client on a perpetual, irrevocable, worldwide, royalty-free basis for all purposes connected with the assignment and its implementation, and shall deliver a complete licence register.

12.3 The Consultant may not publish or otherwise use any material relating to the assignment without the Client's prior written consent, save that it may reference the assignment in its credentials after completion.

12.4 All information provided by or obtained from the Client is confidential and shall not be disclosed without the Client's prior written consent; this obligation survives the Contract. Personal data collected in surveys and consultations shall be handled in accordance with applicable Indian data-protection law, with informed consent, and shall be anonymised in all deliverables.

13. Key Performance Indicators and Quality Assurance

13.1 The Consultant's performance shall be assessed against the indicators below. Sustained under-performance shall entitle the Client to require corrective action or replacement of personnel and, on continued failure, to terminate in accordance with the Contract.

Performance Area	Indicator	Target
Timeliness	Deliverables submitted on or before the scheduled date	≥ 90%; none more than 15 working days late
First-time acceptance	Deliverables accepted without substantive revision	≥ 75%
Key Expert continuity	Key Experts deployed as proposed, without unapproved substitution	100%
District coverage	Coastal districts assessed to the agreed standard	All 14
TAC validation	TN-BFRI scoring and shortlist validated by the TAC without repeat submission	≥ 90%
Evidential quality of field data	Water-quality, safety and ecological data supported by primary evidence or documented sources	100% of shortlisted beaches
Consultation inclusiveness	Consultations with documented participation and sex/community disaggregation	100%
Feasibility usability	Priority sites with feasibility sufficient to commission DPRs without repeating primary analysis	100% of A/B sites

GIS deliverability	GIS database delivered complete, documented and usable on handover	Yes
Client satisfaction	Quarterly Client satisfaction rating	≥ 4 of 5

13.2 The Consultant shall operate a documented quality-management system, submitted with the Inception Report, covering internal technical review and sign-off of every deliverable before submission, document and version control, and data-quality assurance for all primary field data. Deliverables submitted without evidence of internal review may be returned unread.

14. Payment Schedule

14.1 The Contract is time-based, with payment for professional inputs against verified timesheets at agreed rates and reimbursement of agreed expenses at cost. Payment shall be released against the milestone schedule below, which links cumulative disbursement to the acceptance of deliverables.

Milestone	Basis of Payment	Indicative Timing	% of Contract Price
M0	Mobilisation advance, against an unconditional bank guarantee of equal value valid until fully recovered	On signature	10%
M1	Acceptance of D1 (Inception Report)	Week 2	5%
M2	Acceptance of D2, D6 (Baseline and District Assessment; Beach Inventory and GIS Screening)	Week 10	10%
M3	Acceptance of D3, D4, D5 (Potential Assessment; Socio-Economic; Market and Benchmarking)	Week 13	15%
M4	Acceptance of D7, D8, D9, D10, D11 (Suitability Atlas; field assessments; TN-BFRI; Concept Plans; Best Practice; Blue Flag Roadmap)	Week 19	20%
M5	Acceptance of D12 (Feasibility Study Report)	Week 23	15%
M6	Acceptance of D13, D14 (Draft Policy; Draft Implementation Framework)	Week 27	10%
M7	Acceptance of D16, D17 (Final Policy, Framework, Feasibility and Blue Flag outputs; databases; Completion Report)	Week 33	15%
	Total		100%

14.2 A retention of five (5) per cent of each payment shall be withheld and released on acceptance of the final deliverables (D16 and D17) and closure of all outstanding comments. Monthly Progress Reports (D18) are a condition of payment but do not themselves attract milestone payments.

15. Duration, Level of Effort and Programme

15.1 The assignment shall be performed over eight (8) months from the Commencement Date. The indicative professional input is approximately 94 person-months as set out in Section 8.

15.2 The duration and level of effort are indicative. They assume that district nominations, existing spatial data and access to line agencies and laboratories are made available in a timely manner, and

that field water-quality and safety assessment can be scheduled to account for seasonal constraints. The Consultant shall state its programme assumptions in the Technical Proposal, including how it will manage seasonality in water-quality and safety assessment.

15.3 The indicative phase programme is as follows:

Phase	Indicative Period	Principal Deliverables
Phase 1 — Inception, Baseline, Field Assessment	Months 1–2	D1, D2
Phase 2 — Potential Assessment, Market, Benchmarking	Months 1–3	D3, D4, D5
Phase 3 — Blue Flag Suitability Atlas and TN-BFRI	Months 2–5	D6–D11
Phase 4 — Feasibility Study of Priority Sites	Months 3–6	D12
Phase 5 — Policy and Implementation Framework	Months 5–7	D13, D14
Phase 6 — Consultation, Validation, Finalisation	Months 7–8	D15–D17

16. Selection Method, Contract Type and Evaluation Criteria

16.1 The Consultant will be selected in accordance with the World Bank Procurement Regulations for IPF Borrowers (Fifth Edition, September 2023, as amended) using Quality and Cost Based Selection (QCBS), with a quality-to-cost weighting of 80:20 reflecting the technical and strategic character of the assignment.

16.2 The Contract shall be a Time-Based contract in the World Bank's standard form, incorporating milestone-linked payment as set out in Section 14.

16.3 Technical proposals will be evaluated against the following criteria. The minimum technical qualifying score is 75 marks out of 100.

	Criterion	Marks
(a)	Specific experience of the Consultant relevant to the assignment: comparable tourism and ecotourism planning; GIS suitability and atlas work; feasibility and financial analysis; coastal/marine environmental assessment; beach-certification (Blue Flag) or comparable experience; multilateral-financed assignments; experience in India and comparable contexts	15
(b)	Adequacy and quality of the proposed methodology and work plan in response to the Terms of Reference — including understanding of the assignment; the multi-criteria and TN-BFRI approach; integration of the ecotourism, feasibility and Blue Flag workstreams; treatment of field-data quality and seasonality; consultation strategy; and quality management	35
(c)	Key Experts: qualifications and competence for the assignment	35
	K1 Team Leader (9) · K2 Ecotourism and Destination Planning (8) · K3 Coastal/Marine Environment (7) · K4 Tourism Economist / Feasibility (6) · K5 GIS and Spatial Analysis (5)	
(d)	Transfer of knowledge and capacity building of Client and TAC	5
(e)	Participation of national experts and demonstrated Tamil-language and local-context capability	10
	Total	100

16.4 Shortlisted firms may be invited to present their proposals to the evaluation committee. Presentations shall be given by the proposed Team Leader and at least two other proposed Key Experts in person; presentation performance may inform, but not substitute for, the scoring of criteria (b) and (c).

17. Conflict of Interest

17.1 The Consultant shall comply with the conflict-of-interest provisions of the World Bank Procurement Regulations and shall provide professional, objective and impartial advice, holding the Client's interest's paramount.

17.2 The Consultant, its affiliates, its joint-venture members, its sub-consultants and any entity under common control shall be disqualified from participating, in any capacity and whether directly or indirectly, in any downstream Detailed Project Report, design, supply or works contract for any

destination, circuit or beach that the Consultant has assessed, prioritised or recommended under this assignment.

17.3 The Consultant shall not accept any commission, discount or other benefit from any party in connection with the assignment, and shall not allow any commercial interest to influence the prioritisation, scoring or feasibility recommendations.

17.4 The Consultant shall disclose in its Proposal, and promptly upon its arising, any relationship that could give rise to an actual or perceived conflict of interest, including any interest in land, tourism operations or enterprises within the coastal districts.

17.5 The Consultant, its personnel and its sub-consultants shall observe the highest standards of ethics and shall comply with the World Bank's Anti-Corruption Guidelines, including the provisions on corrupt, fraudulent, collusive, coercive and obstructive practices.

18. General Provisions

18.1 Language. The language of the Contract and of all deliverables shall be English, save where bilingual Tamil and English delivery is specified.

18.2 Governing law and jurisdiction. The Contract shall be governed by the laws of India, and the courts at Chennai shall have jurisdiction, subject to the dispute-resolution provisions of the Contract.

18.3 Insurance. The Consultant shall maintain professional indemnity insurance of not less than [] for the duration of the assignment and for two (2) years thereafter, together with appropriate public liability, employer's liability and field-work cover for its personnel.

18.4 Procurement of field services. Engagement of accredited laboratories and specialist agencies shall follow applicable procurement procedures and shall be reflected in the Financial Proposal.

18.5 Applicable standards. The Consultant shall comply with the CRZ Notification and CZMP provisions, the Wild Life (Protection) Act, 1972 where relevant, the Rights of Persons with Disabilities Act, 2016 and its Harmonised Guidelines, applicable pollution-control and disaster-management requirements, and all other applicable Central and State law, in addition to the World Bank instruments referenced herein.

Annex A — Deliverable Format Requirements

Deliverable Type	Format Requirement
Reports and plans	Editable native format (.docx) and PDF; A4; three hard copies of principal reports; executive summary of not more than four pages for each principal report; Policy and Framework additionally in Tamil
GIS and spatial outputs	Documented GIS database with metadata; map-ready layers (shapefile or GeoPackage); ranked database; usable digital map platform; high-resolution map sheets in PDF
Feasibility and financial models	Microsoft Excel, unlocked, all formulae visible, no hard-coded values within formulae, dedicated assumptions sheet, version-controlled
Concept plans	Editable native format and PDF; drawings to agreed scales; source files delivered
Survey and consultation data	Machine-readable (.csv / .xlsx) with data dictionary; anonymised; consultation records with attendance disaggregated by sex and community
Knowledge products	Editable native format and PDF; dissemination-ready; bilingual where public-facing
All deliverables	Version-numbered, dated, with a change log against the previous version and a response-to-comments matrix where applicable

Annex B — Indicative Beach Suitability Criteria and Weights

The following indicative weighting will be refined at inception and approved by the Technical Assessment Committee. Each criterion shall be scored on evidence and documented.

Suitability Criterion	Weight	Assessment Focus
Physical characteristics	15%	Beach length, width, usable area, stability, morphology and scenic quality
Tourism potential	15%	Current and future visitation, destination value, seasonality and tourism linkages
Accessibility and connectivity	10%	Road access, public transport, emergency access, inclusive access, proximity to circuits
Environmental quality	15%	Litter, ecosystem integrity, biodiversity value, sensitive habitats and pollution pressures
Water quality conditions	10%	Bathing-water indicators, pollution sources and compliance potential
Coastal safety conditions	10%	Rip-current risk, wave conditions, bathing suitability and rescue feasibility
Land and regulatory feasibility	10%	Government land availability, CRZ status, encumbrances and permissions
Climate resilience	5%	Erosion, flooding, storm surge and sea-level-rise exposure and adaptation options
Community and livelihood potential	5%	Local enterprise, SHG roles, fisher-community compatibility and stewardship potential
Operational sustainability	5%	O&M staffing, revenue potential, local-body capacity and monitoring feasibility

Annex C — Indicative TN-BFRI Framework and Readiness Classification

Each indicator shall be scored on an evidence-supported 0–5 scale. Theme weights are indicative and shall be refined at inception and approved by the TAC.

TN-BFRI Theme	Weight	Indicative Indicators
Environmental Education and Information	15%	Information boards, ecosystem interpretation, code of conduct, education activities and stakeholder participation
Water Quality	25%	Sampling compliance, bacteriological status, pollution-source control, public disclosure and corrective-action feasibility
Environmental Management	25%	Waste segregation, sanitation, plastic control, beach cleaning, biodiversity safeguards, O&M protocols and management committee
Safety and Services	25%	Risk assessment, lifeguards, rescue equipment, first aid, emergency access, drinking water, toilets and universal accessibility
Climate Resilience and Sustainability	10%	Erosion and storm-surge exposure, nature-based adaptation, low-carbon infrastructure, carrying capacity and lifecycle sustainability

Readiness Classification

TN-BFRI Score	Classification	Recommended Action
A (>80)	Immediate investment	Proceed to DPR, detailed design and certification preparation
B (65–80)	Medium-term investment	Address identified gaps through targeted interventions before full-scale development
C (50–65)	Long-term development	Retain in pipeline; undertake enabling actions on water quality, access, safety or governance
D (<50)	Conservation / restricted development	Avoid standard Blue Flag investment; consider conservation, low-impact access or community stewardship

Annex D — Reference Frameworks and Documents

D.1 Reference Frameworks

- Foundation for Environmental Education (FEE) / Blue Flag international criteria and explanatory guidance for beaches — water quality, environmental education and information, environmental management, safety and services, and accessibility.
- Centre for Environment Education (CEE) / Blue Flag India national-operator guidance, including annual award validity and compliance-based renewal.
- MoEFCC / BEAMS programme (Beach Environment and Aesthetics Management Services) experience on pollution abatement, beach safety and services, environmental education, sustainable infrastructure and bathing-water quality.
- TN-SHORE objectives on sustainable coastal tourism, livelihood enhancement, coastal resilience, ecosystem conservation and Blue Economy development.
- Tamil Nadu CRZ / CZMP, disaster-management, tourism, pollution-control and local-body governance requirements relevant to coastal planning.

D.2 Reference Documents to be Provided to the Consultant

- TN-SHORE Programme documents, Environmental and Social Management Framework and Stakeholder Engagement Plan
- Existing Tamil Nadu tourism and ecotourism policies and coastal-management plans
- CZMP and CRZ mapping and relevant clearances
- Outputs and lessons of earlier Blue Flag Beach Programme phases in Tamil Nadu
- Available shoreline-change, hazard, ecological and tourism spatial datasets
- Tamil Nadu tourism statistics and the State Action Plan on Climate Change

Annexure - III

Terms of Reference for

Engagement of a Specialized Consultancy Agency for Preparation of Comprehensive Beach Management, Infrastructure Upgradation, Blue Flag Certification Retention, Revenue Generation and Financial Sustainability Plans for Kovalam Blue Flag Beach and Four Phase-I Aspiring Blue Flag Beaches under TN SHORE

Contents

1. Executive Summary
2. Background and Strategic Context
3. Status of Kovalam and Phase-I Aspiring Blue Flag Beaches
4. Need for the Proposed Consultancy Assignment
5. Objectives of the Assignment
6. Scope of Work and Consultant Tasks
7. Beach-wise Management and Infrastructure Upgradation Framework
8. Blue Flag Certification Retention and Compliance Framework
9. Eco-friendly Infrastructure, Innovation and Climate Resilience Framework
10. Revenue Generation, Business Planning and Financial Sustainability Framework
11. Community Livelihood and Local Enterprise Development Framework
12. Methodology and Work Plan
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14. Consultant Qualification and Team Composition
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17. Financial Implications and Revised Budget
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1. Executive Summary

The Government of Tamil Nadu is implementing the Tamil Nadu Sustainably Harnessing Ocean Resources and Blue Economy (TN-SHORE) Programme with World Bank support to strengthen coastal resilience, promote sustainable coastal management, conserve coastal and marine ecosystems, and advance livelihood-oriented Blue Economy initiatives. The Blue Flag Beach Programme is one of the most visible and high-impact interventions under the Livelihood Enhancement and Blue Economy component of TN-SHORE.

Tamil Nadu has already demonstrated leadership in sustainable beach management through Kovalam Beach, which has retained Blue Flag certification for five consecutive years. In parallel, the Government has approved development of four Phase-I Aspiring Blue Flag Beaches - Marina, Silver, Ariyaman and Kameshwaram - at an approved cost of Rs. 18.00 crore. These investments have created essential beach infrastructure and initiated the transition from conventional beach improvement to internationally benchmarked sustainable beach management.

The next priority is not merely to complete infrastructure works, but to protect public investment, ensure Blue Flag certification retention, professionalize operations and maintenance, improve visitor experience, introduce eco-friendly infrastructure upgrades, generate sustainable revenue and link beach management to local community livelihoods. Blue Flag certification is a continuous compliance system requiring annual performance, documentation, water quality management, environmental education, safety, services, accessibility, waste management and stakeholder participation. Without a structured beach-wise sustainability plan, infrastructure may deteriorate, recurring compliance may weaken and dependence on Government maintenance funding may remain high.

It is therefore proposed to engage a specialized multidisciplinary consultancy agency through open competitive tender for preparation of Comprehensive Beach Management, Infrastructure Upgradation, Blue Flag Certification Retention, Revenue Generation and Financial Sustainability Plans for Kovalam Blue Flag Beach and the four Phase-I Aspiring Blue Flag Beaches. The assignment will produce beach-wise asset registers, O&M manuals, Blue Flag retention plans, eco-friendly upgradation plans, safety and emergency protocols, revenue and business plans, livelihood integration plans, 10-year financial sustainability models and an implementation roadmap.

Beach	Status	Purpose of Assignment
Kovalam	Existing Blue Flag certified beach; certification retained for five consecutive years	Modernize management systems, strengthen annual retention, upgrade visitor experience and develop long-term financial sustainability.
Marina	Phase-I Aspiring Blue Flag Beach; approved cost Rs. 6.00 crore	Prepare certification retention readiness, O&M, asset lifecycle, safety, crowd management and revenue plan suited to high-visitor urban context.

Silver	Phase-I Aspiring Blue Flag Beach; approved cost Rs. 4.00 crore	Prepare beach management, eco-sensitive infrastructure upgradation, visitor services and community enterprise model.
Ariyaman	Phase-I Aspiring Blue Flag Beach; approved cost Rs. 4.00 crore	Prepare sustainable tourism, safety, O&M, conservation-sensitive visitor management and revenue model.
Kameshwaram	Phase-I Aspiring Blue Flag Beach; approved cost Rs. 4.00 crore	Prepare certification readiness, environmental education, O&M, livelihood integration and financial sustainability plan.

2. Background and Strategic Context

The Blue Flag Programme, administered globally by the Foundation for Environmental Education, is among the most respected eco-labels for beaches, marinas and sustainable tourism operators. The programme requires participating beaches to meet and maintain demanding standards in environmental education and information, water quality, environmental management, safety, services and accessibility. In India, the Centre for Environment Education functions as the Blue Flag National Operator and candidate beaches are evaluated against 33 international criteria, with annual renewal linked to continued compliance.

The TN-SHORE Programme provides the strategic platform for scaling sustainable coastal tourism in Tamil Nadu while safeguarding coastal ecosystems, strengthening community livelihoods and improving climate resilience. Blue Flag beaches are particularly important because they combine environmental management, public safety, accessibility, visitor services, community participation and tourism-linked livelihood generation within one integrated framework.

The first generation of Blue Flag interventions in Tamil Nadu has focused on creation of infrastructure and preparation for certification. The next generation must focus on professional beach management, continuous compliance, eco-friendly upgradation, long-term O&M financing and community-oriented revenue models. This transition is essential to ensure that the Blue Flag initiative becomes a sustainable programme rather than a one-time infrastructure project.

3. Status of Kovalam and Phase-I Aspiring Blue Flag Beaches

Sl. No.	Beach	District	Current Status	Approved/Indicative Investment
1	Kovalam	Chengalpattu	Existing Blue Flag Beach; certification retained for five consecutive years	Existing certified beach; requires retention and modernization plan
2	Marina	Chennai	Phase-I Aspiring Blue Flag Beach; application submitted / under certification process	Rs. 6.00 crore
3	Silver	Cuddalore	Phase-I Aspiring Blue Flag Beach; application submitted / under certification process	Rs. 4.00 crore
4	Ariyaman	Ramanathapuram	Phase-I Aspiring Blue Flag Beach; application submitted / under certification process	Rs. 4.00 crore
5	Kameshwaram	Nagapattinam	Phase-I Aspiring Blue Flag Beach; application submitted / under certification process	Rs. 4.00 crore

The four Phase-I beaches have received investments for public amenities, toilets, changing rooms, shower facilities, accessibility infrastructure, safety systems, environmental education facilities, waste management infrastructure, signage, landscaping and visitor facilities. The completion of physical infrastructure must now be accompanied by professional operations, compliance documentation, service standards, revenue systems and maintenance financing.

4. Need for the Proposed Consultancy Assignment

Problem / Gap	Risk if Not Addressed	Consultancy Response
Asset management gap	Infrastructure deterioration, weak maintenance planning and repeated emergency expenditure.	Prepare geo-tagged asset inventory, condition assessment, lifecycle plan, annual maintenance schedule and replacement plan for each beach.
O&M gap	Inconsistent service quality, unclear roles, weak accountability and higher public complaints.	Prepare beach-wise O&M manual, staffing norms, SOPs, service-level standards and monitoring checklists.
Blue Flag retention gap	Failure to sustain annual compliance, audit readiness and certification retention.	Prepare Blue Flag compliance calendar, retention strategy, audit checklist, corrective action plan and documentation protocol.
Infrastructure upgradation gap	Visitor experience may remain below international standards despite capital investment.	Prepare eco-friendly, accessible, climate-resilient and visitor-oriented upgradation plans.
Safety and emergency gap	Higher risk of drowning, accidents, crowd incidents and inadequate response during emergencies.	Prepare beach safety assessment, lifeguard deployment norms, flag system, emergency access plan and response SOPs.
Revenue gap	Continued dependence on Government grants for routine maintenance.	Prepare beach-wise business plans, concession opportunities, revenue projections and reinvestment mechanism.
Livelihood integration gap	Local communities may receive limited benefit from tourism growth.	Develop community enterprise models involving fisher communities, SHGs, youth, eco-guides and local entrepreneurs.
Financial sustainability gap	No long-term estimate of O&M, replacement cost, funding gap and revenue potential.	Prepare 10-year financial sustainability model for each beach.

5. Objectives of the Assignment

1. To prepare comprehensive beach-wise management plans for Kovalam, Marina, Silver, Ariyaman and Kameshwaram beaches.
2. To establish professional O&M systems, asset management protocols and service-level standards for each beach.

3. To develop Blue Flag certification retention and compliance frameworks aligned with the four international pillars and 33 criteria.
4. To identify eco-friendly, innovative and climate-resilient infrastructure upgradation measures that improve visitor experience without compromising coastal ecology.
5. To prepare beach-specific business plans that generate revenue for O&M, asset replacement and community livelihood enhancement while safeguarding free public access.
6. To develop local livelihood and enterprise models for fisher communities, women SHGs, youth groups, eco-guides and local entrepreneurs.
7. To prepare a 10-year financial sustainability framework with revenue projections, O&M costs, replacement costs, funding gaps and reinvestment mechanisms.
8. To produce tender-ready deliverables that can guide future O&M contracts, concessions, CSR partnerships and implementation packages.
9. To provide technical supervision and implementation monitoring support during execution of the approved infrastructure upgradation works to ensure conformity with the approved designs, Blue Flag criteria, quality standards, timelines and environmental safeguards.

6. Scope of Work and Consultant Tasks

The consultant shall prepare separate beach-wise plans for all five beaches and an integrated State-level framework for common standards. Each task shall lead to a measurable deliverable. The scope shall not be limited to desk review; it shall include site inspections, stakeholder consultations, asset mapping, financial modelling, Blue Flag compliance review and implementation planning.

Component	Specific Consultant Task	Named Deliverable
A. Inception and Baseline Review	Review DPRs, drawings, BOQs, certification documents, water quality records, O&M arrangements, staffing, contracts, expenditure and revenue data.	Inception Report with methodology, data gap matrix, field formats and consultation plan.
B. Infrastructure and Asset Audit	Prepare geo-tagged asset inventory, assess condition, functionality, maintenance status, remaining life and replacement needs.	Beach-wise Asset Register, Condition Assessment and Lifecycle Plan.
C. Blue Flag Compliance and Retention	Evaluate all applicable criteria under the four pillars; prepare gap assessment, compliance calendar, annual retention plan and audit protocol.	Blue Flag Compliance Gap Report and Retention Plan for each beach.

D. Eco-friendly Infrastructure Upgradation	Prepare low-impact, modular, accessible, renewable energy, water-efficient, climate-resilient and visitor-friendly improvement plans.	Beach-wise Upgradation Concept Plan and Preliminary Cost Estimate.
E. Beach Safety and Emergency Preparedness	Assess bathing safety, rip currents, emergency access, lifeguard needs, signage, crowd management and disaster preparedness.	Beach Safety Plan, Emergency SOP and Training Requirement.
F. O&M Framework	Prepare SOPs, staffing norms, service standards, daily/weekly/monthly checklists, O&M budgets and performance indicators.	Beach-wise O&M Manual and Annual O&M Budget.
G. Revenue and Business Plan	Identify permissible revenue streams, concessions, CSR, events, parking, kiosks and guided activities; prepare 10-year projections.	Beach-wise Business Plan, Revenue Model and Financial Projection.
H. Community Livelihood Integration	Identify livelihood roles for fisher communities, SHGs, youth, eco-guides and local entrepreneurs.	Community Livelihood and Enterprise Development Plan.
I. Institutional and Contracting Framework	Recommend management structure, service contracts, performance-based O&M, concessions and monitoring mechanisms.	Institutional Framework and Model Contract Clauses.
J. Implementation Roadmap	Prepare phased actions, cost estimates, approvals, procurement packages and monitoring indicators.	Short-, Medium- and Long-term Implementation Roadmap.
K. Implementation Supervision and Monitoring	Provide periodic site supervision and technical monitoring during implementation of the approved infrastructure upgradation works at all five beaches. Review contractor submissions, verify conformity with approved designs and Blue Flag standards, identify deviations, recommend corrective measures, participate in review meetings and submit periodic progress reports until completion of the works.	Beach-wise Site Supervision Reports, Monthly Monitoring Reports, Technical Advisory Notes, Quality Assurance Reports and Completion Certification Report.

7. Beach-wise Management and Infrastructure Upgradation Framework

The consultant shall prepare distinct plans for each beach, recognizing differences in visitor intensity, ecological setting, surrounding settlements, existing infrastructure, safety risks, accessibility, tourism potential and revenue opportunities. Generic templates shall not be accepted as final outputs.

Beach	Management Emphasis	Infrastructure Upgradation Emphasis	Business / Livelihood Emphasis
Kovalam	Certification retention, modernization, visitor experience, long-term asset management.	Smart signage, enhanced interpretation, upgraded amenities, digital monitoring, maintenance-efficient materials.	Brand partnerships, eco-guides, regulated services, CSR support and premium visitor services without excluding general access.
Marina	High-footfall urban beach management, crowd safety, waste systems, access and compliance documentation.	Visitor circulation, crowd management signage, universal accessibility, emergency access and durable amenities.	Parking management, regulated kiosks, visitor services, responsible events and SHG-led service models.
Silver	Destination improvement, family-oriented visitor services and community enterprise integration.	Entrance, layout boards, shaded seating, waste systems, accessible pathways and interpretation.	Eco-friendly kiosks, local food, cultural tourism, guided activities and local entrepreneurship.
Ariyaman	Nature-based tourism, bathing safety, family tourism and coastal resilience.	Low-impact amenities, landscape enhancement, shaded zones, safety infrastructure and renewable energy.	Community-led visitor facilitation, eco-tourism packages, rentals where safe and local products.
Kameshwaram	Certification readiness, environmental education, community participation and O&M systems.	Basic service enhancement, signage, interpretation, waste systems, accessibility and nature-sensitive design.	Fisher community and SHG enterprises, guided learning, local crafts and responsible tourism services.

8. Blue Flag Certification Retention and Compliance Framework

Blue Flag certification shall be treated as a continuous annual compliance system rather than a one-time award. The consultant shall convert the Blue Flag criteria into operational protocols, responsibilities, monitoring schedules and documentation systems for each beach.

Blue Flag Pillar	Compliance Focus	Consultant Output
Environmental Education and Information	Information boards, environmental education activities, ecosystem awareness, code of conduct and public disclosure.	Annual environmental education calendar, interpretation plan, signage content, school/community engagement plan and documentation templates.
Water Quality	Bathing water quality monitoring, pollution prevention, public disclosure and corrective action.	Water quality monitoring plan, sampling calendar, pollution source watchlist, reporting template and corrective action protocol.
Environmental Management	Waste management, recycling, beach cleanliness, biodiversity protection, ecological sensitivity and responsible operations.	Environmental management plan, waste and litter protocol, biodiversity safeguards, plastic-free operations, monitoring checklist and audit file structure.
Safety and Services	Lifeguards, first-aid, emergency response, signage, accessibility, sanitation, visitor services and public safety.	Beach safety SOP, lifeguard deployment plan, emergency response plan, accessibility improvement plan, visitor service standards and annual audit checklist.

9. Eco-friendly Infrastructure, Innovation and Climate Resilience Framework

Infrastructure upgradation shall be guided by the principles of low-impact development, coastal ecology sensitivity, climate resilience, universal accessibility, maintainability and visitor experience. Hard engineering shall be avoided unless technically justified. All recommendations shall be compatible with CRZ requirements and site-specific environmental conditions.

Theme	Preferred Approach	Examples of Consultant Analysis
Low-impact design	Use modular, removable or light-footprint structures where feasible.	Material options, structural typology, maintenance requirements and CRZ compatibility.
Sustainable materials	Prioritize durable, locally appropriate, low-maintenance and climate-tolerant materials.	Lifecycle cost comparison of wood alternatives, recycled plastic lumber, bamboo composites, treated metal and other appropriate materials.

Energy and water efficiency	Reduce operational cost and environmental footprint.	Solar lighting, efficient pumps, water-saving fixtures, rainwater reuse where feasible and greywater considerations.
Nature-based solutions	Enhance ecological buffers and landscape quality.	Dune protection, native vegetation, shaded green buffers, erosion-sensitive landscape planning.
Smart beach systems	Use technology only where it improves compliance and operations.	QR-based information, digital feedback, asset tagging, CCTV integration, dashboard-ready monitoring templates.
Universal accessibility	Ensure inclusive access for persons with disabilities, elderly visitors and children.	Accessible pathways, toilets, beach wheelchairs, tactile information, inclusive signage and safe gradients.
Climate resilience	Plan for erosion, flooding, cyclones and heat stress.	Hazard-sensitive siting, emergency evacuation, shade planning, resilient materials and asset relocation triggers.

10. Revenue Generation, Business Planning and Financial Sustainability Framework

The business plan shall be a core deliverable. It shall not convert public beaches into exclusive commercial spaces; free public access shall be preserved. Revenue activities shall be regulated, environmentally responsible, socially inclusive and aligned with Blue Flag standards and coastal regulations. Income generated shall be designed to support O&M, asset replacement and community livelihoods.

Potential Revenue Source	Applicability / Safeguard	Expected Planning Output
Regulated parking	Only where land and traffic conditions permit; prevent congestion and informal overcharging.	Parking management model, tariff assumptions, staffing and revenue estimate.
Eco-friendly kiosks	Small, regulated, plastic-free kiosks with local participation and waste obligations.	Kiosk design standards, concession terms, SHG/community allocation model and revenue projection.

Food and beverage services	Permitted only through hygiene-compliant, waste-managed and non-intrusive facilities.	F&B concession framework, service standards and compliance conditions.
Souvenir / local product units	Promote local crafts, fisher community products and SHG goods.	Product curation plan, stall allocation method and livelihood model.
Guided nature walks / interpretation	Suitable where ecological, cultural or educational value exists.	Eco-guide model, pricing, training plan and visitor carrying limits.
Responsible events	Only low-impact events compatible with Blue Flag, public access and environmental safeguards.	Event policy, approval conditions, fees and crowd/waste management requirements.
CSR and sponsorship	Avoid visual clutter and excessive commercialization.	Sponsorship policy, branding limits, CSR package and eligible investment areas.
Premium services	Optional services must not restrict general public access.	Feasibility, pricing, safeguards and revenue potential.

10.1 Mandatory Beach-wise Business Plan Contents

1. Existing and projected visitor profile, including seasonal variation and peak-use conditions.
2. Permissible and non-permissible revenue activities under Blue Flag standards, CRZ requirements and local regulations.
3. Free public access safeguards and safeguards against over-commercialisation.
4. Revenue streams, pricing assumptions, demand assumptions and sensitivity analysis.
5. Annual O&M expenditure, manpower cost, utility cost and asset replacement cost.
6. 10-year revenue projection, funding gap analysis and breakeven assessment.
7. Revenue ring-fencing mechanism for beach maintenance and community benefit.
8. Community enterprise opportunities and model concession terms.
9. Risk assessment covering crowding, waste, social exclusion, safety and ecological pressure.
10. Implementation roadmap with responsible agencies and monitoring indicators.

11. Community Livelihood and Local Enterprise Development Framework

The assignment shall ensure that tourism revenue and improved beach services generate local livelihood benefits. The consultant shall identify specific livelihood roles for fisher communities, women SHGs, youth, local entrepreneurs and educational institutions. Traditional beach users shall not be displaced or excluded by the proposed business model.

Community Group	Potential Role	Safeguards
Fisher communities	Eco-guides, visitor information, cultural interpretation, responsible tourism services, local food/fish-based products where permitted.	No displacement from traditional access; consultation before zoning; respect livelihood rights and safety needs.
Women SHGs	Kiosk operations, local products, housekeeping, visitor facilitation, sanitation monitoring and plastic-free campaigns.	Transparent selection, capacity building, hygiene and business training, fair revenue-sharing terms.
Youth groups	Lifeguard training, eco-guiding, digital monitoring, event support and visitor assistance.	Certified training, safety protocols, fair remuneration and career pathway.
Local entrepreneurs	Low-impact concessions, rentals where safe, guided activities and maintenance services.	Competitive but locally inclusive concession norms and environmental obligations.
Schools / colleges / NGOs	Environmental education, citizen science, beach clean-ups and awareness activities.	Structured calendar, documentation and alignment with Blue Flag education requirements.

12. Methodology and Work Plan

Stage	Methodology	Key Outputs
1. Inception	Kick-off meeting, document review, data gap assessment and finalisation of field tools.	Inception Report.
2. Site Assessment	Beach-wise field visits, asset mapping, stakeholder meetings, GPS tagging and photographic documentation.	Site Assessment Notes and Geo-tagged Asset Database.
3. Technical Reviews	Blue Flag compliance audit, O&M review, safety review, infrastructure review and environmental review.	Gap Assessment Reports.
4. Benchmarking	Review of relevant international and Indian Blue Flag practices adapted to Tamil Nadu conditions.	Benchmarking and Best Practice Report.

5. Planning and Modelling	Preparation of O&M, upgradation, business, livelihood and financial sustainability models.	Draft Beach-wise Plans.
6. Consultation	District and State-level consultation on draft recommendations.	Consultation Record and Revised Plans.
7. Finalisation	Preparation of final DPR, annexures, implementation roadmap and presentation.	Final DPR-cum-ToR and Executive Presentation.

Stage 8 – Implementation Supervision and Monitoring: Following commencement of infrastructure works, the consultant shall undertake periodic site visits to all five beaches to monitor progress, review quality of works, verify compliance with approved designs and Blue Flag requirements, provide technical guidance to the implementing agencies, document observations and submit monthly monitoring reports with recommendations for corrective actions wherever required.

13. Deliverables and Reporting Schedule

Deliverable	Contents	Timeline	Payment Milestone
D1. Inception Report	Methodology, work plan, data gap matrix, field formats and consultation plan.	End of Month 1	10%
D2. Baseline and Asset Audit Report	Geo-tagged asset inventory, condition assessment and beach profiles for all five beaches.	End of Month 2	15%
D3. Blue Flag Compliance and O&M Gap Report	Four-pillar compliance review, retention gaps, O&M gaps and staffing assessment.	End of Month 3	15%
D4. Draft Beach-wise Plans	Draft O&M manuals, safety plans, upgradation concepts, revenue plans and livelihood plans.	End of Month 4	15%
D5. Financial Sustainability and Business Plan Report	10-year financial models, revenue projections, funding gap and reinvestment mechanism for each beach.	End of Month 5	15%
D6. Final DPR-cum-ToR and Implementation Roadmap	Final integrated proposal, beach-wise plans, cost estimates, procurement packages, model contract clauses and executive presentation.	End of Month 6	15%

D7. Implementation Supervision and Monitoring Reports	Monthly site supervision reports, quality assurance reports, compliance monitoring reports, technical advisory notes and final completion report for all five beaches.	Throughout implementation period	15%
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14. Consultant Qualification and Team Composition

The consultancy agency shall be a multidisciplinary firm / consortium with demonstrated experience in sustainable coastal tourism, Blue Flag beach planning or management, coastal infrastructure, environmental management, business planning, O&M systems and public-sector advisory assignments. Experience with World Bank / externally aided projects, coastal states, beach management, tourism infrastructure or public asset sustainability shall be preferred.

Key Expert	Minimum Role in Assignment
Team Leader / Sustainable Coastal Tourism and Blue Flag Expert	Overall leadership, Blue Flag alignment, quality assurance and Government interface.
Beach Management and Operations Specialist	O&M systems, staffing norms, service standards and SOPs.
Coastal Infrastructure / Landscape Architect	Eco-friendly upgradation plans, layouts, visitor circulation and material options.
Environmental Management and Waste Systems Expert	Waste, plastic-free management, environmental safeguards and Blue Flag environmental management.
Water Quality and Blue Flag Compliance Specialist	Water quality monitoring plan, compliance calendar, documentation and audit readiness.
Beach Safety / Lifeguard / Risk Management Expert	Safety risk assessment, lifeguard norms, emergency response, flag systems and training.
Climate Resilience and Nature-based Solutions Specialist	Climate risk screening, nature-based measures and resilient asset planning.
Business Planning and Financial Modelling Expert	Revenue model, concession framework, 10-year financial projection and funding gap analysis.
Community Livelihood and Social Inclusion Specialist	Community consultation, SHG/fisher/youth livelihood plans and social safeguards.
GIS / Asset Mapping Specialist	Geo-tagged asset database, mapping and digital asset register.
Procurement / PPP / Concession Framework Expert	Model contract clauses, concession terms, O&M packaging and procurement support.
Documentation and Training Specialist	Manuals, training materials, audit templates and final presentation.

15. Implementation Arrangements and Review Mechanism

The Department of Environment and Climate Change shall be the Administrative Department. The assignment shall be implemented through TN-SHORE / TNGCC. A Review Committee may be constituted to guide the assignment and approve deliverables.

1. Department of Environment and Climate Change: policy guidance, approvals and inter-departmental coordination.
2. TN-SHORE / TNGCC: procurement, contract management, technical coordination and review of deliverables.
3. District Administrations and Local Bodies: field facilitation, local data, stakeholder consultation and implementation inputs.
4. Tamil Nadu Pollution Control Board: support for water quality monitoring framework and pollution source information.
5. Tourism, Fisheries and Disaster Management Departments: inputs on tourism development, livelihoods and safety/emergency planning.
6. Blue Flag India / competent technical experts: technical alignment with Blue Flag criteria and compliance expectations.

16. Timeline

Month	Activities
Month 1	Inception, document review, data requests, consultation plan, final methodology and field formats.
Month 2	Field assessments, asset audit, GIS mapping, stakeholder consultations and baseline documentation.
Month 3	Blue Flag compliance assessment, O&M review, safety assessment and infrastructure gap analysis.
Month 4	Eco-friendly upgradation concepts, O&M manuals, safety SOPs, community livelihood plans and draft beach-wise plans.
Month 5	Revenue models, business plans, 10-year financial projections, funding gap analysis and institutional models.
Month 6	Draft consultation, final DPR-cum-ToR, implementation roadmap, model contract clauses and final presentation.
Monitoring period	Monitoring / supervision of the implementation

17. Expected Outcomes and Impact

1. Protection and optimization of public investments already made in Phase-I Aspiring Blue Flag Beaches.
2. Improved capacity to retain Blue Flag certification at Kovalam and achieve/retain certification for Phase-I beaches.
3. Professional O&M systems with clear staffing, SOPs, checklists, service standards and annual budgets.
4. Eco-friendly, climate-resilient and visitor-oriented infrastructure improvement plans.
5. Improved beach safety, emergency response and risk management.
6. Practical revenue models to reduce dependence on Government grants for routine maintenance.
7. Community-linked livelihood opportunities for fisher communities, women SHGs, youth and local entrepreneurs.
8. Beach-wise 10-year financial sustainability frameworks and asset replacement plans.
9. Procurement-ready documents for future O&M contracts, concessions, CSR partnerships and upgradation packages.
10. A replicable model for sustainable management of future Blue Flag beaches across Tamil Nadu.
11. Improved quality assurance through continuous technical supervision during implementation, ensuring that infrastructure works conform to approved DPRs, Blue Flag standards and international best practices, thereby minimizing deviations, rework and implementation risks.

Annexure 1: Detailed Terms of Reference

The detailed Terms of Reference shall form part of the tender document. The consultant shall prepare beach-wise outputs for Kovalam, Marina, Silver, Ariyaman and Kameshwaram and consolidated State-level frameworks wherever common standards are required.

ToR Area	Minimum Required Output
Data Review	List of documents reviewed, data gaps, assumptions and validation requirements.
Asset Audit	Geo-tagged asset inventory, condition grading, lifecycle status and replacement plan.
Blue Flag Retention	Compliance calendar, audit checklist, documentation system, corrective action plan and annual renewal roadmap.
O&M	Manuals, SOPs, staffing, service standards, O&M cost and monitoring indicators.
Safety	Hazard mapping, lifeguard plan, emergency response, flag system and training module.
Infrastructure Upgradation	Eco-friendly concepts, material options, visitor circulation, accessibility and preliminary cost estimates.
Business Plan	Revenue model, concession options, pricing assumptions, 10-year projections and reinvestment mechanism.
Livelihoods	Community enterprise plan, training needs, benefit-sharing approach and safeguards.
Implementation	Phasing, procurement packages, responsible agencies, approvals and monitoring indicators.

Annexure 2: Beach-wise Business Plan Template

Section	Required Contents
Beach Profile	Location, visitor profile, seasonality, existing facilities, management structure and key constraints.
Revenue Opportunity Assessment	Permissible activities, non-permissible activities, market demand, carrying capacity and regulatory safeguards.
Revenue Model	Source-wise pricing assumptions, annual projection, concession terms and collection mechanism.
Cost Model	O&M cost, manpower, utilities, consumables, maintenance, insurance, compliance and asset replacement.
Financial Projection	10-year revenue, expenditure, funding gap, sensitivity analysis and breakeven scenario.
Community Model	Roles for SHGs, fisher communities, youth groups, local entrepreneurs and training institutions.
Reinvestment Mechanism	Proposal for ring-fencing part of revenue for maintenance, asset replacement and community benefit.
Risks and Safeguards	Commercialization risk, exclusion risk, waste risk, crowding risk, safety risk and mitigation actions.

Annexure 3: Risk and Mitigation Matrix

Risk	Mitigation
Over-commercialisation of public beaches	Define free public access safeguards, regulated concession areas and limits on branding and events.
Revenue model not sufficient for full O&M cost	Prepare realistic funding gap analysis and blended financing with Government, CSR and concession revenue.
Community exclusion	Integrate local communities into kiosks, guiding, housekeeping, visitor services and monitoring roles.
Infrastructure damage from coastal hazards	Use climate-resilient siting, removable structures, durable materials and asset relocation triggers.
Weak Blue Flag documentation	Prepare audit-ready templates, compliance calendar and responsible officer matrix.
Poor maintenance after plan preparation	Include service standards, O&M contract clauses, monitoring indicators and performance-based payment provisions.

Annexure IV – Standard Response Forms

Form EME-1: Organization Profile

(Add rows as required)

Information	Response
Name of Consulting Firm	
Country of Registration	
Year of Establishment	
Registered Address	
Authorized Representative	
Designation	
Email	
Telephone	
Website	
Core Areas of Expertise	
Consortium / Joint Venture Partners (if applicable)	

Form EME-2: Relevant Experience

Provide details of similar assignments completed during the last ten (10) years.

(Add column as required)

[illegible]

Form EME-3: Comments on the Draft Terms of Reference

(Add rows as required)

Aspect	Comments / Recommendations
Scope of Services	
Objectives	
Methodology	
Deliverables	
Staffing Requirements	
Level of Effort (Person-Months)	
Assignment Duration	
Implementation Risks	
Gaps / Overlaps Identified	
Suggestions for Improvement	

Form EME-4: Proposed Staffing and Level of Effort

(Add columns as required)

[illegible]

Form EME-5: Indicative Cost Estimate

Provide an indicative cost estimate together with the basis and assumptions adopted.

(Add rows as required)

Cost Component	Indicative Cost	Remarks / Assumptions
Professional Fees		
Key Experts		
Non-Key Experts		
Field Investigations / Surveys		
Travel & Logistics		
Stakeholder Consultations / Workshops		
Office & Administrative Expenses		
Reimbursable Expenses		
Other Costs		
Total Indicative Cost		



ABSTRACT

Environment, Climate Change and Forest Department – Sanction of the “Tamil Nadu Sustainably Harnessing Ocean Resources and Blue Economy (TN-SHORE)” Project/Tamil Nadu Coastal Restoration Mission – With World Bank Assistance – Orders Issued.

ENVIRONMENT, CLIMATE CHANGE AND FOREST (EC.4) DEPARTMENT

G.O.(Ms) No.11

Dated: 10.01.2024

சோபகிருது, மார்கழி – 25

திருவள்ளூர் ஆண்டு -2054

Read:

1. G.O.(Ms).No.101, Environment, Climate Change & Forests (EC.2) Department, Dated. 03.11.2021.
2. Budget Speech Announcement for the year 2023-2024.

ORDER:

The Hon'ble Minister (Finance & Human Resources Management), in his Budget Speech in the year 2023-2024, made the following announcement on the floor of the assembly: -

“Due to increasing vagaries of climate change and pressure caused by the burgeoning population, the coastal ecosystem and the livelihood of coastal population are likely to be severely affected in the near future. The Government will implement the “Tamil Nadu Coastal Restoration Mission” with the objective of preventing sea erosion, reducing marine pollution and conserving marine biodiversity. The mission will be implemented with World Bank assistance at an estimated cost of Rs.2,000 crore in the next 5 years.”

2. In accordance with this announcement, this department approached the World Bank and submitted a concept note which was discussed by the World Bank team during their visit in August 2022. The concept note was agreed to by the World Bank and Government of Tamil Nadu was advised to prepare a Preliminary Project Report (PPR) which was prepared and uploaded.

3. The Ministry of Finance, Department of Economic Affairs reviewed this project in their meeting held on 28th April 2023. The Ministry of Finance, Department of Economic Affairs through their letter dated 18th May 2023 approved the project and posed the project proposal of Government of Tamil Nadu to World Bank for funding. The World Bank has provided approval to the project proposal. Details of the project are as below:-

Project Objectives

The “Tamil Nadu Sustainably Harnessing Ocean Resources and Blue Economy (TN-SHORE)” project aims to enhance the resilience and sustainable utilization of coastal resources through a multi-pronged

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approach. It envisions a holistic integration of various sectors to drive a resilient and circular blue economy, enhance local livelihoods, and capacities for a greener future. To achieve these objectives, the project identifies five thematic prioritized investment areas;-

Component 1: Enhance Coastal Biodiversity

This component focuses on strengthening institutional capabilities for comprehensive Conservation of Coastal and Marine Biodiversity. Key activities include;-

1. Biodiversity Conservation Park at Kadambur, Chengalpattu District
2. Sea Turtle Conservation Centre at Nagapattinam and Chennai
3. International Dugong Conservation Centre at Manora, Thanjavur District
4. Coastal Wetlands (including Pallikaranai) Conservation and Restoration

Component 2: Coastal Protection

This component focuses on establishing a comprehensive coastal protection strategy, with a strong emphasis on the pivotal role of adopting an Ecosystem-based Approach (EbA) and promoting the development of green infrastructure (living shorelines). The strategic implementation of initiatives within this framework encompasses mangrove and seagrass plantation and restoration, coral reef restoration, all directed to effectively mitigate erosion concerns along the entire coastline.

To specifically address erosion, the component advocates for adoption of Green or Hybrid erosion control measures, prioritizing an Ecosystem-based Approach (EbA) that places emphasis on safeguarding coastal wetlands and estuaries. Identified erosion hotspots will receive particular attention for mangrove and seagrass plantation and restoration activities. A Special Purpose Vehicle viz., the “**Tamil Nadu Blue Carbon Agency**” (TNBCA) shall be set up under the project to ensure a dedicated and focused attention on overseeing the preservation and restoration of targeted coastal ecosystems, including mangroves, seagrass, and salt marshes. This initiative will not only enhance ecosystem services but will also create a framework for trading of carbon credits. Key activities under this component will include;-

1. Enhancing Coastal Resilience: Mangroves, Seagrass, and Blue Carbon solutions
2. Erosion control and Coral restoration at Kariyachalli Islands, Gulf of Mannar ecosystems
3. Strengthening Coastal Management through Integrated Coastal Zonal Management (ICZM), Marine Spatial Planning (MSP), Coastal Management Plan (CMP) for Critically Vulnerable Coastal Areas (CVCA), Integrated Management Plan (IMP) and Valuing Ecosystem Services with Capacity Building and Outreach Initiatives.

Component 3: Improving livelihoods

This component centers around enhancing livelihoods by endorsing

initiatives that promote alternative and sustainable means of living for coastal communities. These initiatives encompass strategic investments in the establishment of blue flag beaches, eco-tourism centres, preservation of heritage sites and creation of mangrove boardwalk etc. Key activities within this component involve:

1. Blue Flag Beaches
2. Sustainable Tourism
3. Diversified livelihoods for a thriving Blue Economy

Component 4: Pollution Abatement

This component is meant for Pollution Abatement, with a primary focus on the management and reduction of plastic waste in coastal and marine environment. The approach emphasizes the promotion of plastic circularity through an ecosystem-centered strategy. Key activities within this component involve:

- a) Identification of plastic waste hotspots** including identifying and installing plastics capture booms in areas characterized by high levels of plastic waste pollution along the river and coastal ecosystems. Implementation of awareness and incentive programs for communities, to effectively manage discarded plastic and Abandoned, Lost and Discarded Fishing Gears (ALDFG).
- b) River System Investments:** Undertaking strategic initiatives to prevent and combat marine pollution by investing in river systems. This encompasses the enhancement and establishment of Material Collection Facilities (MCF) and Material Recycling Facilities (MRF) to facilitate proper segregation and storage of plastic waste.
- c) Digital Waste Exchange Platform:** Development of a digital waste exchange platform aimed at connecting collection facilities. This platform will promote the upcycling and reuse of collected materials while exploring alternative solutions for effective plastic waste management.
- d) Climate Smart Coastal Villages:** Facilitating development of climate-smart coastal villages involve implementing a comprehensive strategy that integrates sustainable practices to mitigate the impact of climate change. This includes enhancing the resilience of coastal communities through the adoption of eco-friendly infrastructure, such as resilient housing and energy-efficient systems. Additionally, promoting climate-smart agricultural practices, such as drought-resistant crops and efficient water management, contributes to the overall sustainability of these villages. Engaging local communities through awareness programs and skill-building initiatives ensures a holistic approach to climate-smart development, fostering long-term resilience and well-being. The integration of renewable energy sources, such as solar and wind, further positions these coastal villages as model for environmentally conscious living. Key activities include:
 1. Advancing Meendum Manjappai - Strengthening Plastic Circularity
 2. Climate Smart Coastal Villages

3. Ennore Creek Restoration

Component 5: Project Management:

This segment will address the operational needs of the project. This involves engagement of consultancy technical and management services, analytical studies, and administrative matters. This system aims to track ecosystem health effectively. A third-party evaluation will be conducted to ensure accountability and transparency. The project execution and management cost is Rs 100 crore.

A summary of the project components along with financial allocation is provided in the Table I below :-

(Table – I)

Components	Key Activities	Total Allocation (Rs in Crores)	Implementing Agency
Component 1 Enhance Coastal Biodiversity	1. Biodiversity Conservation Park at Kadambur, Chengalpattu District	345.00	Principal Chief Conservator of Forests (Head of Forest Force)
	2. Sea Turtle Conservation Centre at Nagapattinam and Chennai	60.00	Principal Chief Conservator of Forests, Chief Wild Life Warden
	3. International Dugong Conservation Centre at Manora, Thanjavur District	90.00	Principal Chief Conservator of Forests, Chief Wild Life Warden
	4. Coastal Wetlands (Including Pallikaranai) Conservation and Restoration	275.00	Principal Chief Conservator of Forests, Tamil Nadu Wetland Mission Principal Chief Conservator of Forests, Chief Wild Life Warden
Total		770.00	

Component 2 Coastal Protection	1. Enhancing Coastal Resilience: Mangroves, Seagrass, and Blue Carbon solutions	240.00	Principal Chief Conservator of Forests, Green Tamil Nadu Mission Principal Chief Conservator of Forests, Chief Wild Life Warden Department of Environment and Climate Change
	2. Erosion control and Coral restoration at Kriyachalli Islands. Gulf of Mannar Ecosystems	50.00	Principal Chief Conservator of Forests, Chief Wild Life Warden
	3. Strengthening Coastal Management through ICZM, MSP, CMP for CVCA, IMP plans, and valuing Ecosystem Services with Capacity Building and Outreach Initiatives	50.00	Department of Environment and Climate Change Principal Chief Conservator of Forests, Tamil Nadu Wetland Mission State Project Management Unit
Total		340.00	
Component 3 Improving Livelihoods	1. Blue flag Beaches, Sustainable Tourism, and Diversified Livelihoods for a thriving Blue Economy	250.00	Department of Environment and Climate Change Principal Chief Conservator of Forests, Chief Wild Life Warden
Total		250.00	

Component 4 Pollution Abatement	1. Advancing Meendum Majappai-Strengthening Plastic Circularity	100.00	Chairperson, Tamil Nadu Pollution Control Board
	2. Climate Smart Coastal Villages	75.00	Department of Environment and Climate Change
	3. Ennore Creek Restoration	40.00	Chairperson, Tamil Nadu Pollution Control Board Principal Chief Conservator of Forests, Green Tamil Nadu Mission
Total		215.00	
Component 5 Project Management	1. Enabling project execution and Management	100.00	Administrative Unit, Tamil Nadu Coastal Restoration Mission
Total		100.00	
Grand Total		1675.00	

Table II details the financial arrangement

**(Table-II)
(Rs in Crores)**

Tranche	World Bank	State Government	Total Cost
Tranche-1	700	300	1000
Tranche-2	472.5	202.5	675
Total	1172.5	502.5	1675
Percentage	70	30	100

Table III, indicates the Year wise financial projection of allocation – Share of the World Bank and the Government of Tamil Nadu

**(Table – III)
(Rs in Crores)**

TRANCHE I						TRANCHE II			
2024-25		2025-26		2026-27		2027-28		2028-29	
World Bank	State	World Bank	State	World Bank	State	World Bank	State	World Bank	State
178.5	76.5	297.5	127.5	224	96	280	120	192.5	82.5
255		425		320		400		275	

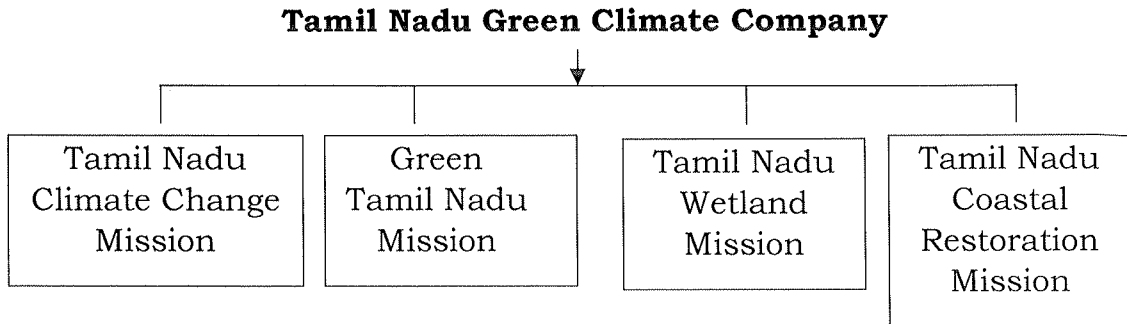
This project will have a multi-disciplinary approach integrating activities from different line departments, which will help to make the coastline more resilient so as to increase its adaptive capacity.

4. In the Government Order 1st read above, the Government has already set up the Tamil Nadu Green Climate Company under section 8 of the Companies Act 2013 to implement the three key missions of the Government viz. Tamil Nadu Climate Change Mission, Green Tamil Nadu Mission and the Tamil Nadu Wetland Mission. It is a not-for-profit Company and a unique platform to respond to Climate Change in the State and it will act as a Special Purpose Vehicle (SPV) to address the climate crisis in the State for creating purposeful and equitable long-term solutions. In order to strengthen the Government's climate response at the grassroots level, the Government has created a special organisational setup at the district level, in which the District Collectors have been designated as District Mission Directors and District Forest Officers (DFOs) have been designated as District Climate Officers. Further, the State has also constituted the Tamil Nadu Governing Council on Climate Change, in order to provide guidance on the implementation of various climate initiatives.

5. Tamil Nadu Green Climate Company has a strong monitoring platform which helps the State to implement climate action projects. A Project Management Unit has also been set up for the Tamil Nadu Green Climate Company. The "Tamil Nadu Coastal Restoration Mission" will be monitored by the Tamil Nadu Green Climate Company under the Environment, Climate Change and Forest Department. Chart – I shows Missions under the Tamil Nadu Green Climate Company including the **"Tamil Nadu Sustainably Harnessing Ocean Resources and Blue Economy (TN-SHORE)"** hereinafter referred to as **"Tamil Nadu Coastal Restoration Mission"** (தெய்தல் நீட்சி இயக்கம்).

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Chart – I



The Project fund shall be routed through the Tamil Nadu Green Climate Company and other concerned agencies.

6. The Government after careful examination hereby accord sanction for setting up of “Tamil Nadu Coastal Restoration Mission” with assistance from the World Bank. The estimated cost of the project is Rs.1675 Crores (World Bank assistance – Rs.1172.5 Crore (+) Tamil Nadu State Component Rs.502.5 Crores) including the State share with activities spread over Financial Years 2024-2029.

7. The Government also accord approval to the Tamil Nadu Green Climate Company and other concerned agencies to receive funds, manage, implement and monitor the Tamil Nadu Coastal Restoration Mission.

8. For effective implementation of the project, the Government also accord approval for an amount of Rs 100 crore earmarked towards establishment of Special Project Monitoring Unit (SPMU), manpower infrastructure and related cost for a period of 5 years i.e from 2024-2029. Following administrative unit shall be setup for effective implementation of the World Bank assisted **“Tamil Nadu Coastal Restoration Mission”** as below :-

1. Chief Mission Director from All India Service at the level of Super Time scale and above (on deputation basis).
2. Mission Director from All India Service at the level of Senior Time scale and above (on deputation basis).
3. Two posts of Assistant Mission Directors from Group-I Level Officers. (Deputy Collector / District Revenue Officer / Assistant Conservator of Forest Level) (on deputation basis)
4. The following three wings will be created for Tamil Nadu Coastal Restoration Mission : -

Tamil Nadu Coastal Restoration Mission

<u>Administration</u>	<u>Finance</u>	<u>Technical</u>
Administrative Officer – 1	Finance Officer – 1	Technical Officer – 1
Administrative Executives – 4	Finance Executives – 2	Engineering Consultant – 1
Multitasking Assistant - 1	Multitasking Assistant - 2	Environment Consultant – 1
		Multitasking Assistant – 2
Total - 6	Total - 5	Total - 5

All the above positions shall be deployed from an outsourcing agency on contract basis/ deputation for a period of 5 years. Tamil Nadu Green Climate Company Board shall determine the terms and conditions for deployment of such positions. The entire expenditure in connection with the functioning of administrative unit shall be met out from the Tamil Nadu Coastal Restoration Mission Project. This project does not envisage to create any new post.

9. The Government also order for constitution of a High Powered Steering Committee with the following composition for monitoring the Tamil Nadu Coastal Restoration Mission Project ;-

1	Chief Secretary to Government of Tamil Nadu	Chairman
2	Additional Chief Secretary to Government, Environment, Climate Change & Forest Department	Member
3	Principal Secretary to Government, Finance Department	Member
4	Additional Chief Secretary to Government, Planning, Development & Special Initiatives Department	Member
5	Additional Chief Secretary to Government, Water Resources Department	Member

(P.T.O)

6	Additional Chief Secretary to Government, Fisheries and Fishermen Welfare Department	Member
7	Additional Chief Secretary to Government, Tourism, Culture and Religious Endowments Department	Member
8	Principal Secretary to Government, Municipal Administration and Water Supply Department	Member
9	Secretary to Government, Industries, Investment Promotion & Commerce Department	Member
10	Secretary to Government, Revenue & Disaster Management Department	Member
11	Principal Secretary to Government, Rural Development & Panchayat Raj Department	Member
12	Secretary to Government, Adi-Dravidar & Tribal Welfare Department	Member
13	Principal Secretary to Government, Agriculture & Farmers Welfare Department	Member
14	Principal Chief Conservator of Forests (Head of Forest Force)	Member
15	Principal Chief Conservator of Forests and Chief Wildlife Warden	Member
16	Chief Mission Director, Coastal Mission	Convenor

10. The Government have already setup the District Climate Change Mission in all the 38 Districts of the State to carry out climate change activities at the district level. Accordingly, the District Collector is the Mission Director of the Climate Change Mission and the District Forest Officer is the District Climate Officer for the Districts under their

jurisdiction. Therefore, at the District Level, the “Tamil Nadu Coastal Restoration Mission” project will be implemented by the District Climate Change Missions setup, with the help of line departments.

11. This order issues with the concurrence of Finance Department vide its U.O.No.3588/FS/P/2023, Dated.29.12.2023.

(BY ORDER OF THE GOVERNOR)

SUPRIYA SAHU
ADDITIONAL CHIEF SECRETARY TO GOVERNMENT

To:

The Principal Chief Conservator of Forests (HoFF), Chennai-15.

The Principal Chief Conservator of Forests & Chief Wildlife Warden,
Chennai-15.

The Principal Chief Conservator of Forests /Member Secretary,
Tamil Nadu State Wetland Authority, Chennai-15.

The Director,
Department of Environment and Climate Change,
Chennai-15.

The Chief Executive Officer,
Tamil Nadu Green Climate Company, Chennai – 9.

The Accountant General, Chennai-18.

The Pay and Accounts Officer, Chennai-9.

The Country Head, World Bank, New Delhi.

The Ministry of Environment, Forest and Climate Change,
Government of India, New Delhi.

The Niti Aayog, New Delhi.

The Principal Secretary to Government,
Finance Department, Secretariat, Chennai-9.

The Additional Chief Secretary to Government,
Planning, Development & Special Initiatives Department,
Secretariat, Chennai-9.

The Additional Chief Secretary to Government,
Water Resources Department, Secretariat, Chennai-9.

The Additional Chief Secretary to Government,
Animal Husbandry, Dairying, Fisheries
and Fishermen Welfare Department,
Secretariat, Chennai-9.

The Principal Secretary to Government,
Tourism, Culture and Religious Endowments Department,
Secretariat, Chennai-9.

The Principal Secretary to Government,
Municipal Administration and Water Supply Department,
Secretariat, Chennai-9.

The Secretary to Government,
Industries, Investment Promotion & Commerce Department,
Secretariat, Chennai-9.

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The Secretary to Government,
Revenue & Disaster Management Department,
Secretariat, Chennai-9.
The Principal Secretary to Government,
Rural Development & Panchayat Raj Department,
Secretariat, Chennai-9.
The Secretary to Government,
Adi-Dravidar & Tribal Welfare Department,
Secretariat, Chennai-9.
The Principal Secretary to Government,
Agriculture & Farmers Welfare Department,
Secretariat, Chennai-9.
The Chief Mission Director,
Coastal Mission.

Copy to:

The Special Personal Assistant to Hon'ble Chief Minister,
Chief Minister's Office, Chennai-9.
The Special/Senior Personal Assistant to the
Hon'ble Minister (Finance & Human Resources Management),
Chennai-9.
The Hon'ble Chief Minister's Office, Chennai-9.
The Private Secretary to Secretary-I to Hon'ble Chief Minister,
Chennai-9.
The Special/Senior Personal Assistant to the
Hon'ble Minister (Forests), Chennai-9.
The Special/Senior Personal Assistant to
Hon'ble Minister (Environment, Climate Change), Chennai - 9.
The Private Secretary to Chief Secretary to Government, Chennai-9.
The Chairperson,
Tamil Nadu Pollution Control Board, Chennai-32.
The Private Secretary to Additional Chief Secretary to Government,
Environment, Climate Change and Forests Department, Chennai-9.
The Private Secretary to Special Secretary (Environment, Climate Change),
Environment, Climate Change & Forest Department, Chennai-9.
The Private Secretary to Special Secretary (Forests),
Environment, Climate Change & Forest Department, Chennai-9.
Finance (ECC&F/BPE) Department, Chennai-9.
All Sections in Environment, Climate Change & Forest Department,
Chennai-9.
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SECTION OFFICER

