

Tamil Nadu Coastal Restoration Mission – TNSHORE Project
Early Market Engagement – Revised 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) - Revised
Notification No. 67/TNCRM-2/2026-2

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

Interested consulting firms may submit their responses on or before **14.09.2026 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.

Important Note: The consultants are requested to disregard the EME notification previously published on 12.08.2026 and submit their responses only in accordance with this revised EME notification and the revised Assignment Briefs enclosed herewith.

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

Tamil Nadu Coastal Restoration Mission – TNSHORE Project

Early Market Engagement – Revised Notification

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 scope, 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 scope of assignment, 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 Assignment Brief 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 Assignment Scope 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 proposed consultancy requirements and Assignment Briefs
- 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 Scope of assignment, 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 obtain market insights on the appropriate scope, approach and requirements for undertaking 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 scope of assignment, 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, a Draft Assignment Brief has been prepared for each consultancy assignment.

Interested consulting firms are invited to review the respective Assignment Briefs 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	Scope / Assignment Brief
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	6 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 Assignment Briefs provide an overview of the proposed consultancy requirements for the purpose of market engagement. Interested consulting firms are requested to provide their independent recommendations on the appropriate approach, scope, expertise, staffing, level of effort, duration and indicative cost based on the objectives and broad requirements described in the respective Assignment Briefs.

5. Information Requested from Interested Consulting Firms

Interested consulting firms are invited to review the Assignment Brief 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 Assignment Briefs

Comments and recommendations on the Assignment Briefs including:

- Scope of services;
- Objectives and expected outcomes;
- Methodology and implementation approach;
- 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 Assignment briefs, methodology, staffing requirements, level of effort, assignment duration and indicative cost estimates.

Based on the submissions and consultations, TN SHORE may refine the scope of the assignment, 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 14th September 2026 at 15.00 Hrs.

Clarifications

Requests for clarification may be submitted through email. Clarifications, if any, may be issued through the TN SHORE website or communicated through appropriate means.

Documents to be Submitted

Interested firms shall submit:

- Organization Profile;
- Relevant Experience;
- Comments on the Assignment Briefs;
- 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 scope of the assignment, staffing requirements, level of effort, assignment duration and indicative cost estimates for the proposed consultancy assignments.

The Assignment Briefs are provided only to facilitate market consultation and do not prescribe the final staffing structure, person-month requirements, detailed deliverables, qualification criteria, payment arrangements or selection/evaluation criteria for the subsequent procurement.

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** – Assignment Brief – Advisory, Design and Supervision Consultant (ADSC) for the Centres of Excellence under Tamil Nadu SHORE.
- **Annexure II** – Assignment Brief – 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** – Assignment Brief – 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 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 Assignment Brief

(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		

EARLY MARKET ENGAGEMENT (EME) ASSIGNMENT BRIEF

Advisory, Design and Supervision Consultant (ADSC) for the Centres of Excellence under Tamil Nadu SHORE

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 seeks to strengthen coastal resilience, conserve coastal and marine ecosystems, promote sustainable livelihoods, and advance climate-resilient and Blue Economy initiatives across the State.

As part of the Programme, Tamil Nadu proposes to establish four Centres of Excellence focused on coastal and marine conservation, interpretation, public engagement, learning and related visitor experiences. The Centres are at different stages of planning/design and implementation and require coordinated advisory, design, technical and implementation support.

TN SHORE is undertaking this Early Market Engagement to obtain independent market inputs on the appropriate approach, resource requirements, level of effort, duration and indicative cost for such consultancy services. This Assignment Brief is provided for market consultation and does not constitute the final Terms of Reference.

2. Objective of the Assignment

The broad objective is to engage a suitably experienced multidisciplinary consulting firm to provide advisory, planning, design and implementation-support services necessary for the development, establishment and commissioning of the four Centres of Excellence, with emphasis on conservation credibility, high-quality visitor experience, interpretation, learning, accessibility, innovation and long-term operational and financial sustainability.

3. Centres Covered under the Assignment

Centre	Location	Broad Thematic Focus
Sea Turtle Conservation Centre	Guindy	Marine turtle life cycle, nesting, hatchery science, fishery interaction, conservation and community participation.
International Bird Centre	Marakkanam	Migratory birds, Central Asian Flyway, wetland ecology, monitoring, telemetry, citizen science and conservation pressures.
International Dugong Conservation Centre	Manora	Dugong conservation, seagrass ecosystems, Dugong Conservation Reserve, threats and community/cultural dimensions.
Mangrove Conservation Centre	Pichavaram	Mangrove ecology, restoration, coastal protection, blue carbon, biodiversity, fisheries and livelihoods.

4. Broad Scope of Services

The consultancy is envisaged to cover the following broad areas. The detailed scope, methodology and deliverables are expected to be developed and refined based on professional judgement and market experience.

- Undertake inception, review of available studies and project information, site and institutional diagnostics, and establish an overall implementation approach for the four Centres.
- Undertake appropriate national and international benchmarking of comparable conservation, interpretation, visitor and learning facilities and identify relevant good practices.
- Develop an integrated interpretation and visitor-experience strategy for the Centres, including thematic narratives, visitor journeys, learning objectives, inclusivity and accessibility considerations.
- Prepare concept development and detailed design inputs for visitor, interpretation, exhibition and associated facilities, coordinated with the architectural and engineering context of the Centres.
- Advise on appropriate digital, audio-visual, interactive and immersive technologies and content approaches, having regard to relevance, maintainability, accessibility and value for money.
- Develop technical requirements and procurement-support documentation for components within the Consultant's scope and provide support during procurement and contracting interfaces, as appropriate.
- Provide implementation-support and supervision services during relevant stages of exhibit, interpretation and related works, including review of submissions, quality monitoring, testing, commissioning and readiness support.
- Develop appropriate business, operational, governance and financial-sustainability approaches, including revenue opportunities and lifecycle considerations.
- Support branding, outreach, stakeholder engagement, community participation, training and operational readiness necessary for effective functioning of the Centres.
- Coordinate with TN SHORE, site-level agencies and other consultants/contractors to ensure integration with civil works, infrastructure and other project components.

5. Key Considerations

- Conservation science and environmental integrity should underpin interpretation and visitor experiences.
- The approach should be appropriate to the coastal and marine context and the specific thematic focus of each Centre.
- The Centres are expected to provide engaging, accessible and inclusive experiences for diverse visitor groups, including local communities, students and tourists.
- Digital and immersive technologies may be considered, with due regard to operational sustainability and maintenance.
- Community engagement, stakeholder participation, learning and public awareness should be integrated.
- Operational viability, financial sustainability and value for money should be considered over the life of the facilities.
- The Consultant will need to coordinate with separate civil works, infrastructure and other implementation arrangements.

6. Indicative Inputs and Information Available

TN SHORE is expected to provide relevant project and site information available at the time of engagement, including project documents, environmental and social documents, feasibility/site studies, available survey information, architectural and engineering information, construction-related information, statutory clearance information, management plans and relevant prior concept or interpretation studies.

Interested firms should identify any additional information, surveys, investigations, benchmarking or stakeholder consultations they consider necessary and reflect the associated effort and cost in their response.

The Google Drive link containing the General Arrangement (GA) Drawings of the Centres of Excellence / Conservation Centres is provided below.

The Consultant shall refer to the drawings while preparing its response to the EME. The drawings are provided for reference only to assist the Consultant in preparing its response.

Link: <https://drive.google.com/drive/folders/1peOrJFiWltdPrTIEJ0wApx8IPtL0vkFD?usp=sharing>

7. Indicative Duration

The indicative duration of the consultancy is 18 months. Interested firms are requested to assess the adequacy of this duration based on the broad scope described above and propose an alternative duration, if considered necessary, with justification.

8. Broad Areas of Expertise

The assignment is expected to require a multidisciplinary team with expertise covering, as appropriate:

- Project/team leadership and consultancy management;
- Interpretation, exhibition and visitor-experience planning/design;
- Conservation science, coastal and marine ecology and thematic subject expertise;
- Architecture, interior/technical design and related engineering interfaces;
- Digital, audio-visual, interactive and immersive technologies;
- Tourism, visitor attraction and destination development;
- Business planning, financial modelling and operational sustainability;
- Procurement and implementation-support/supervision;
- Environmental and social management, stakeholder engagement and inclusion;
- Training, communications, branding and outreach.

The above areas are indicative. Interested firms are requested to recommend the appropriate team composition, expertise and resource inputs based on their experience and the requirements of the assignment.

8.1 Indicative Key Expert Requirements

Sl. No.	Key Expert Position	Minimum Qualification and Experience
K1	Team Leader / Project Director	Postgraduate degree in architecture, design, museum studies, environmental management, engineering, management or public policy. Minimum 15 years' professional experience , including at least 8 years leading multidisciplinary design or advisory assignments . Experience in leading at least two completed visitor-attraction, museum, science-centre or interpretation-centre projects of comparable scale from concept through opening is desirable.
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' experience in interpretation planning and exhibition design, including experience in completed natural-history, biodiversity, marine or environmental interpretation facilities. Demonstrated experience in accessible and inclusive interpretation.
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' experience in immersive media, AV systems integration or XR production, including experience in completed public-facing immersive installations. Experience in technology specification, systems integration, content pipelines and lifecycle management.
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' experience in coastal or marine conservation science or management, with demonstrated expertise in relevant areas such as marine turtles, dugongs and seagrass, mangroves, migratory waterbirds or wetlands. Experience in the Indian coastal context.
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' experience in financial modelling, business planning or institutional advisory work, including experience in operating business plans for visitor attractions, cultural or tourism institutions. Experience in institutional and governance design in a public-sector context.
K6	Procurement and Contract Management Specialist	Postgraduate degree in engineering, law, management, procurement or supply chain. Minimum 10 years' experience in procurement of works, goods and consulting services, including experience with World Bank or comparable multilateral development bank-financed projects. Experience in procurement of specialist design, fabrication or technology contracts.

9. Information Requested from Interested Consulting Firms

Interested consulting firms are requested to provide independent technical and commercial inputs based on this Assignment Brief. The response should include:

- Proposed methodology and approach for undertaking the assignment;
- Comments or recommendations on the broad scope and any additional activities considered necessary;
- Proposed multidisciplinary team composition, identifying key areas of expertise and the basis for the proposed structure;
- Estimated person-months/level of effort by proposed position or area of expertise, including field or specialist inputs;
- Assessment of the indicative 18-month duration and proposed alternative, if any;
- Surveys, investigations, benchmarking, study visits, stakeholder consultations or other activities considered necessary, together with indicative effort;
- Indicative consultancy cost with a clear breakup of major cost components and the assumptions/basis used for estimation;
- Innovative approaches, international good practices or recommendations that may improve efficiency, quality, sustainability and value for money.

10. Important Note

This Assignment Brief is issued solely for the purpose of Early Market Engagement. It is not the final Terms of Reference and does not prescribe the final staffing structure, person-month requirements, detailed deliverables, qualification criteria, payment arrangements or selection/evaluation criteria.

The inputs received through the EME will be considered by TN SHORE in finalizing the Scope of the Assignment, staffing requirements, level of effort, duration and cost estimate prior to the formal procurement process. Participation in the EME shall not confer any right, preference or advantage in any subsequent procurement process.

EARLY MARKET ENGAGEMENT (EME) ASSIGNMENT BRIEF

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

1. Background

The Government of Tamil Nadu, through the Department of Environment, Climate Change and Forests (DoECCF), is implementing the Tamil Nadu SHORE Programme (Sustainably Harnessing Ocean Resources and Blue Economy) with financial assistance from the International Bank for Reconstruction and Development (IBRD), World Bank, and counterpart financing from the Government of Tamil Nadu.

Tamil Nadu has a diverse coastline and a range of ecologically significant coastal and marine ecosystems, biodiversity assets and culturally important coastal locations. While these resources offer substantial potential for nature-based and coastal tourism, development needs to be guided by conservation objectives, ecological sensitivity, carrying capacity, community participation, visitor management, appropriate infrastructure and long-term operational sustainability.

In parallel, Tamil Nadu is pursuing internationally benchmarked sustainable beach management under the Blue Flag framework. The proposed assignment is intended to provide an evidence-based basis for identifying and prioritising suitable coastal ecotourism destinations and Blue Flag beaches, assessing their readiness and feasibility, and establishing policy and investment frameworks for future development.

TN SHORE is undertaking this Early Market Engagement to obtain independent market inputs on the appropriate approach, resource requirements, level of effort, duration and indicative cost for the proposed consultancy. This Assignment Brief is provided for market consultation and does not constitute the final Terms of Reference.

2. Objective of the Assignment

The broad objective is to develop an evidence-based strategic and technical foundation for conservation-led coastal ecotourism and sustainable Blue Flag beach development in Tamil Nadu, while supporting biodiversity conservation, climate resilience, equitable community benefits, responsible tourism development and long-term operational and financial sustainability.

3. Key Objectives

- Assess the potential for conservation-led coastal ecotourism across the fourteen coastal districts, considering ecological, cultural, social, economic and tourism dimensions.
- Develop an appropriate framework for identifying, assessing and prioritising coastal ecotourism destinations and circuits based on conservation value, environmental sensitivity, carrying capacity, tourism demand, accessibility, community readiness and investment potential.
- Assess tourism infrastructure, visitor facilities, institutional arrangements and relevant policy and regulatory conditions, and identify gaps and opportunities for sustainable coastal ecotourism.
- Assess relevant domestic and international tourism trends, visitor preferences, ecotourism products and good practices applicable to the Tamil Nadu context.
- Develop the Tamil Nadu Blue Flag Beach Suitability Atlas and the Tamil Nadu Blue Flag Readiness Index (TN-BFRI), together with an appropriate approach for prioritising future investment.

- Undertake feasibility assessment of priority destinations, circuits and beaches to support investment decisions and subsequent DPR preparation.
- Formulate a Tamil Nadu Coastal Ecotourism Policy and Implementation Framework integrating conservation, climate resilience, livelihoods, community participation, responsible private-sector engagement, institutional arrangements, financing and monitoring.
- Undertake stakeholder consultation and validation and develop an implementation and investment roadmap for priority sites.

4. Broad Scope of Services

The consultancy is envisaged to cover the following broad areas. The detailed methodology, analytical approach and specific activities are expected to be proposed and refined based on professional judgement and market experience.

- Mobilisation, inception, review of available information and establishment of the methodology, work programme, data requirements and consultation approach.
- Statewide baseline assessment covering coastal tourism assets, environmental conditions, visitor facilities, accessibility, institutional preparedness and relevant constraints across the fourteen coastal districts.
- Field surveys, stakeholder consultations and socio-economic assessments to understand community aspirations, livelihood linkages, concerns, opportunities and participation in conservation-led tourism.
- Assessment of coastal ecotourism potential using transparent and defensible criteria, including identification and prioritisation of destinations, tourism themes, activities and potential circuits.
- Market assessment and benchmarking of relevant national and international coastal and nature-based tourism models, governance arrangements, financing approaches, visitor management and community participation.
- Statewide inventory and spatial screening of potential Blue Flag beaches using appropriate GIS, remote sensing and other relevant datasets.
- Assessment of beach suitability and readiness, including environmental quality, water quality, safety, accessibility, climate resilience, regulatory/land considerations, community and livelihood potential and operational sustainability.
- Development of a GIS-based Tamil Nadu Blue Flag Beach Suitability Atlas and a suitable readiness assessment framework, including TN-BFRI.
- Assessment of priority destinations, circuits and beaches through technical, environmental, market, social, institutional, financial and economic feasibility analysis, sufficient to support subsequent DPR preparation.
- Development of concept-level development approaches for priority beaches, including zoning, visitor circulation, accessibility, environmental management, operation and maintenance considerations and preliminary investment requirements.
- Preparation of an international/national best-practice framework for sustainable beach management and Blue Flag-related development, adapted to Tamil Nadu conditions.
- Preparation of a strategic investment roadmap and prioritised pipeline for coastal ecotourism and Blue Flag beach development.
- Formulation of the Tamil Nadu Coastal Ecotourism Policy and Implementation Framework, including institutional, regulatory, financing, environmental and social, monitoring and implementation arrangements.
- Stakeholder consultation, validation and finalisation of the policy, framework, feasibility findings, spatial outputs and investment roadmap.

5. Key Considerations

- Conservation and ecological sensitivity should be central to all tourism and beach-development recommendations.

- Carrying capacity and climate resilience should inform the scale and nature of proposed tourism development.
- Recommendations should protect fisher access, customary use, cultural practices and existing livelihoods and provide opportunities for equitable community benefit.
- The approach should consider appropriate tourism products and visitor-management models suited to different coastal contexts.
- Blue Flag-related assessments should be consistent with relevant international and Indian certification requirements while being adapted to Tamil Nadu conditions.
- GIS, spatial analysis and evidence-based prioritisation should form an important basis for statewide decision-making.
- Recommendations should consider regulatory requirements, including applicable coastal and environmental regulations.
- Financial and operational sustainability, including O&M requirements and potential revenue/financing approaches, should be considered.
- Gender equality, social inclusion and universal accessibility should be integrated into the assessment, policy and site recommendations.

6. Indicative Inputs and Information Available

TN SHORE is expected to provide relevant programme and project information available to it, including existing tourism and ecotourism policies, coastal-management and CRZ/CZMP information, biodiversity and disaster-management documents, outputs of earlier Blue Flag programme phases, available spatial and hazard datasets, relevant tourism statistics and other departmental information.

The Client is also expected to facilitate coordination with relevant line departments, district administrations, local bodies, communities and other institutions, and support access and permissions for field assessments to the extent feasible.

Interested firms should identify any additional data, surveys, field investigations, laboratory assessments, stakeholder consultations, benchmarking or other inputs they consider necessary and reflect the associated effort and cost in their response.

7. Indicative Duration

The indicative duration of the consultancy is 8 months. Interested firms are requested to assess the adequacy of this duration based on the broad scope described above, including the statewide nature of the assignment and field assessment requirements, and propose an alternative duration, if considered necessary, with justification.

8. Broad Areas of Expertise

The assignment is expected to require a multidisciplinary team with expertise covering, as appropriate:

- Sustainable and coastal ecotourism and destination planning;
- Coastal and marine environment, biodiversity conservation and carrying-capacity assessment;
- Tourism economics, market assessment and financial/economic feasibility;
- GIS, remote sensing, spatial analysis and suitability modelling;
- Blue Flag / sustainable beach management and beach safety;
- Climate risk and coastal resilience;
- Social development, community engagement, livelihoods, gender and inclusion;
- Policy and institutional development;
- Urban/landscape planning and low-impact coastal development; and

- Research, field survey, data management and stakeholder consultation.

The above areas are indicative. Interested firms are requested to recommend the appropriate team composition, expertise and resource inputs based on their experience and proposed methodology.

9. Indicative Key Expert Requirements

Sl. No.	Key Expert Position	Minimum Qualification and Experience
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, including at least 8 years leading multidisciplinary tourism, environment or institutional-development assignments. Experience in comparable sustainable or nature-based tourism assignments is desirable.
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' experience in ecotourism planning, destination development or sustainable-tourism advisory, including experience in nature-based or coastal tourism strategies or destination plans.
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' experience in coastal or marine ecosystem management, conservation or environmental assessment, including experience in CRZ/CZMP and carrying-capacity assessment.
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' experience in economic and financial analysis, including tourism economics, feasibility analysis, cost-benefit analysis or investment planning.
K5	GIS, Remote Sensing and Spatial Analysis Specialist	Postgraduate degree, or Bachelor's degree with strong specialisation, in geoinformatics, remote sensing, geography, geomatics or a related discipline. Minimum 10 years' experience in GIS mapping, spatial analysis, remote sensing and geospatial database development, including multi-criteria suitability modelling and thematic atlas preparation.

Note: The above Key Expert positions and qualification requirements are indicative and are provided only to assist interested consulting firms in understanding the multidisciplinary nature and complexity of the proposed assignment. Interested firms are requested to recommend the appropriate team composition, including any additional expertise considered necessary, and the corresponding level of effort/person-months based on their experience and proposed approach.

EARLY MARKET ENGAGEMENT (EME) ASSIGNMENT BRIEF

Specialized Consultancy Agency for 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

1. Background

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. Sustainable beach management and Blue Flag-related interventions form an important part of the Programme.

Tamil Nadu has established a Blue Flag beach at Kovalam, which has retained certification for five consecutive years. Four Phase-I Aspiring Blue Flag Beaches—Marina, Silver, Ariyaman and Kameshwaram—have also received investments for public amenities and related facilities and are progressing through the Blue Flag process. The next stage requires professional beach management, continuous compliance, appropriate infrastructure improvement, effective operations and maintenance, visitor safety and services, sustainable revenue generation, and integration of local livelihoods.

TN SHORE proposes to engage a specialised multidisciplinary consultancy agency to develop beach-wise management and sustainability plans for Kovalam and the four Phase-I aspiring beaches. The assignment is also expected to provide technical support during implementation of approved infrastructure upgradation works.

TN SHORE is undertaking this Early Market Engagement to obtain independent market inputs on the appropriate approach, resource requirements, level of effort, duration and indicative cost for the proposed consultancy. This Assignment Brief is provided for market consultation and does not constitute the final Terms of Reference.

2. Objective of the Assignment

The broad objective is to establish practical, beach-specific and financially sustainable management frameworks for Kovalam, Marina, Silver, Ariyaman and Kameshwaram, supporting Blue Flag certification/retention, efficient operation and maintenance, safe and inclusive visitor experiences, environmentally responsible infrastructure improvement, community livelihoods and long-term financial sustainability.

3. Beaches Covered under the Assignment

Beach	District	Current Status	Broad Assignment Focus
Kovalam	Chengalpattu	Existing Blue Flag beach; certification retained for five consecutive years	Certification retention, modernisation, visitor experience, asset management and financial sustainability.
Marina	Chennai	Phase-I Aspiring Blue Flag Beach; application submitted / under certification process	High-footfall urban beach management, safety, waste management, accessibility, compliance readiness and revenue planning.
Silver	Cuddalore	Phase-I Aspiring Blue Flag Beach; application submitted /	Beach management, eco-sensitive infrastructure improvement, visitor

		under certification process	services and community enterprise.
Ariyaman	Ramanathapuram	Phase-I Aspiring Blue Flag Beach; application submitted / under certification process	Nature-based tourism, safety, O&M, conservation-sensitive visitor management and revenue planning.
Kameshwaram	Nagapattinam	Phase-I Aspiring Blue Flag Beach; application submitted / under certification process	Certification readiness, environmental education, O&M, community participation and financial sustainability.

4. Broad Scope of Services

The consultancy is envisaged to cover the following broad areas. The detailed methodology, work plan and specific outputs are expected to be proposed and refined based on professional judgement and market experience.

- Review existing DPRs, drawings, BOQs, certification records, water-quality information, O&M arrangements, staffing, contracts, expenditure/revenue data and other relevant information, followed by site-level baseline assessment.
- Undertake beach-wise asset and infrastructure audits, including geo-referenced inventory, condition assessment, functionality, maintenance requirements, lifecycle considerations and replacement needs.
- Assess Blue Flag compliance and certification-readiness/retention requirements and establish practical systems for monitoring, documentation, corrective action and annual audit/renewal preparedness.
- Assess existing visitor facilities, beach services, accessibility, circulation, safety and emergency arrangements and identify gaps and improvement requirements.
- Develop environmentally responsible, low-impact, accessible and climate-resilient infrastructure upgradation concepts, considering coastal and regulatory constraints, lifecycle costs and maintainability.
- Develop appropriate operations and maintenance frameworks, including management responsibilities, SOPs, service standards, staffing/resource requirements, monitoring and annual O&M budgeting.
- Undertake beach safety and emergency preparedness assessment, including risks, lifeguard requirements, signage, emergency access, crowd management and response arrangements.
- Assess opportunities for environmentally responsible revenue generation and prepare beach-specific business and financial sustainability approaches, while safeguarding free public access and avoiding inappropriate commercialisation.
- Assess local livelihood and enterprise opportunities involving fisher communities, women SHGs, youth, eco-guides and local entrepreneurs, with appropriate inclusion and safeguard measures.
- Develop institutional, contracting, concession and implementation arrangements for O&M, revenue activities and future infrastructure/upgradation packages.
- Prepare an integrated implementation and investment roadmap covering priorities, phasing, approvals, procurement/contracting interfaces, indicative costs and monitoring arrangements.
- Provide periodic technical supervision and implementation monitoring during relevant infrastructure upgradation works, including review of submissions, site inspections, quality and compliance monitoring, technical advice and reporting.

5. Beach-specific Planning Considerations

- Plans should be tailored to the individual characteristics of each beach and should not rely solely on generic templates.
- Kovalam requires particular attention to continued Blue Flag certification, modernisation, visitor experience and long-term asset management.
- Marina requires particular attention to high visitor volumes, urban beach management, crowd safety, waste systems, accessibility and compliance documentation.

- Silver requires emphasis on destination improvement, visitor services, eco-sensitive facilities and community enterprise opportunities.
- Ariyaman requires emphasis on nature-based tourism, bathing safety, family tourism, coastal resilience and community-led visitor services.
- Kameshwaram requires emphasis on certification readiness, environmental education, community participation and effective O&M systems.

6. Blue Flag, Environmental and Climate Considerations

- Blue Flag certification/retention should be treated as a continuing management and compliance process rather than a one-time infrastructure activity.
- Recommendations should address the four broad Blue Flag pillars: environmental education and information; water quality; environmental management; and safety and services.
- Infrastructure recommendations should be low-impact, environmentally sensitive, accessible, maintainable and appropriate to coastal conditions and applicable CRZ and environmental requirements.
- Climate risks including erosion, flooding, cyclones and heat stress should be considered in planning and asset management.
- Nature-based solutions, sustainable materials, energy and water efficiency and appropriate smart systems may be considered where they provide practical value.

7. Revenue, Business and Financial Sustainability Considerations

The assignment is expected to examine feasible and permissible revenue opportunities that can contribute to operation, maintenance, asset replacement and community benefits while preserving free public access and avoiding excessive commercialisation.

- Assess visitor profiles, seasonality, demand and carrying-capacity considerations relevant to revenue activities.
- Identify appropriate revenue opportunities such as regulated parking, eco-friendly kiosks, food and beverage services, local products, guided activities, responsible events, CSR/sponsorship and other suitable services, subject to applicable regulations and safeguards.
- Develop suitable pricing, concession and collection approaches and assess demand and financial viability.
- Estimate O&M, manpower, utility, compliance, maintenance and asset replacement costs and develop an appropriate long-term financial model.
- Identify funding gaps, reinvestment requirements and potential financing/partnership mechanisms.
- Ensure that revenue activities support local livelihood opportunities and do not restrict traditional beach access.

8. Community Livelihood and Social Inclusion

The consultancy should identify practical opportunities for local communities and enterprises to participate in beach management and tourism-linked activities while safeguarding traditional access and livelihoods.

- Fisher communities – eco-guiding, visitor information, cultural interpretation and appropriate local services;
- Women SHGs – kiosks, local products, housekeeping, visitor facilitation and related services;
- Youth – lifeguarding, eco-guiding, digital monitoring, event support and visitor assistance;
- Local entrepreneurs – low-impact concessions, guided activities and appropriate services; and
- Schools, colleges and NGOs – environmental education, citizen science and awareness activities.

9. Indicative Inputs and Information Available

TN SHORE is expected to provide relevant project information available to it, including DPRs, drawings, BOQs, certification information, available water-quality records, existing O&M arrangements, project expenditure and revenue information, available site and asset data, and relevant environmental and regulatory information.

Relevant State and district agencies, local bodies and other stakeholders are expected to support coordination, field access and consultations to the extent feasible.

Interested firms should identify any additional data, field surveys, asset assessments, stakeholder consultations, technical investigations, benchmarking or other inputs they consider necessary and reflect the associated effort and cost in their response.

10. Indicative Duration

The assignment is envisaged to include preparation of the beach-wise plans followed by relevant implementation monitoring/support. The indicative period for preparation of the plans is approximately 6 months, followed by a monitoring/supervision period linked to implementation of approved infrastructure upgradation works. Interested firms are requested to assess the adequacy of the proposed duration and recommend an appropriate overall duration and level of effort based on their proposed approach and experience.

11. Broad Areas of Expertise

The assignment is expected to require a multidisciplinary team with expertise covering, as appropriate:

- Sustainable coastal tourism and Blue Flag beach management;
- Beach operations, O&M systems and asset management;
- Coastal infrastructure, landscape architecture and low-impact design;
- Environmental management, waste systems and coastal ecology;
- Water quality and Blue Flag compliance;
- Beach safety, lifeguard systems, emergency and risk management;
- Climate resilience and nature-based solutions;
- Business planning, revenue modelling and financial sustainability;
- Community livelihoods, social inclusion and stakeholder engagement;
- GIS, asset mapping and digital monitoring;
- Procurement, PPP/concession and contract management; and
- Documentation, training and institutional capacity building.

The above areas are indicative. Interested firms are requested to recommend the appropriate team composition, expertise and resource inputs based on their experience and proposed methodology.

11.1 Indicative Key Expert Requirements

Sl. No.	Key Expert Position	Indicative Role / Minimum Qualification and Experience
K1	Team Leader / Sustainable Coastal Tourism and Blue Flag Expert	Postgraduate degree in tourism, environmental management, coastal management, planning, management or a related discipline. Minimum 15 years' relevant professional experience, including substantial experience leading multidisciplinary coastal tourism, beach management or Blue Flag-related assignments.
K2	Beach Management and Operations Specialist	Degree/postgraduate qualification in management, tourism, engineering, public administration or related field. Minimum 12 years' experience in beach/facility operations, O&M systems,

		service standards, SOPs and asset management.
K3	Coastal Infrastructure / Landscape Architect	Degree/postgraduate qualification in architecture, landscape architecture, civil engineering or related discipline. Minimum 10 years' experience in coastal/public-realm infrastructure, visitor facilities, landscape planning or low-impact design, preferably in environmentally sensitive locations.
K4	Environmental Management and Waste Systems Expert	Postgraduate degree in environmental science, environmental engineering, ecology or related discipline. Minimum 10 years' experience in environmental management, waste systems, coastal environmental safeguards and sustainable beach operations.
K5	Water Quality and Blue Flag Compliance Specialist	Postgraduate degree in environmental science, water resources, environmental engineering, microbiology or related discipline. Minimum 10 years' relevant experience in water-quality monitoring, environmental compliance and/or Blue Flag requirements.
K6	Beach Safety / Lifeguard / Risk Management Expert	Degree or relevant professional qualification in disaster management, safety, coastal management, sports/recreation management or related field. Minimum 10 years' experience in beach safety, lifeguard systems, emergency preparedness, risk assessment or comparable public-safety operations.
K7	Climate Resilience and Nature-based Solutions Specialist	Postgraduate degree in climate science, environmental management, coastal engineering, ecology, disaster risk management or related field. Minimum 10 years' experience in climate-risk assessment, coastal resilience and nature-based solutions.
K8	Business Planning and Financial Modelling Expert	Postgraduate degree in finance, economics, management or related discipline, or recognised professional accountancy qualification. Minimum 10 years' experience in business planning, financial modelling, revenue strategy, investment analysis or O&M sustainability.
K9	Community Livelihood and Social Inclusion Specialist	Postgraduate degree in social development, sociology, social work, development studies, economics or related discipline. Minimum 10 years' experience in community engagement, livelihoods, stakeholder consultation and social inclusion, preferably in coastal or tourism contexts.
K10	GIS / Asset Mapping Specialist	Degree/postgraduate qualification in geoinformatics, GIS, remote sensing, geography, geomatics or related discipline. Minimum 8 years' experience in GIS, asset mapping, spatial databases and digital asset-management systems.
K11	Procurement / PPP / Concession Framework Expert	Degree/postgraduate qualification in engineering, law, management, procurement, finance or related discipline. Minimum 10 years' experience in procurement, concession/PPP structuring, contract management or public-sector asset/service contracting.
K12	Documentation and Training Specialist	Degree/postgraduate qualification in communications, management, training, documentation or related field. Minimum 8 years' experience in preparing operational manuals, training materials, compliance documentation and institutional capacity-building programmes.

Note: The above Key Expert positions and qualification requirements are indicative and are provided only to assist interested consulting firms in understanding the multidisciplinary nature and complexity of the proposed assignment. Interested firms are requested to recommend the appropriate team composition, including any additional expertise considered necessary, and the corresponding level of effort/person-months based on their experience and proposed approach.

12. Market Inputs Sought

Interested firms are specifically requested to provide their independent assessment of:

- Appropriate methodology and approach for preparing the five beach-wise plans and the integrated framework;
- Additional activities, investigations or expertise required for successful implementation;
- Appropriate team composition, including Key and Non-Key expertise;
- Estimated person-months/level of effort for each proposed position or area of expertise;
- Appropriate preparation period and overall implementation-monitoring/supervision period;
- Indicative field visits, stakeholder consultations, benchmarking and technical investigations required;
- Indicative consultancy cost, with breakup of professional fees and major reimbursable/other cost components;
- Principal assumptions and cost drivers adopted in the estimate; and
- Any innovative approaches or recommendations that would improve quality, sustainability and value for money.

End of Assignment Brief