



GOVERNMENT OF GRENADA

TERMS OF REFERENCE

CONSULTING ENGINEERING SERVICES FOR DESIGN AND SUPERVISION OF REHABILITATION WORKS OF THE PARADISE BEACH AND SURROUNDING AREAS

Project Title	Unleashing the Blue Economy of the Caribbean (UBEC) Project
Date of Issue	TBD
Deadline for application	TBD
To Apply	Suitable firms are invited to submit applications for the design and supervision of the Paradise Beach and surrounding Facilities, Carriacou
Contracting Authority	The Ministry of Tourism, the Creative Economy and Culture Supervised by the Procurement Unit, Ministry of Finance
Duration of Contract	3 years, commencing xxx 2025
Country	Grenada
Equal Employment Opportunity	The Government of Grenada provides equal opportunity and fair and equitable treatment in employment to all people without regard to race, colour, religion, sex, national origin, age, disability, political affiliation, marital status, or sexual orientation. The Government strives to achieve equal employment opportunity in all personnel operations throughout its service.

1.0 BACKGROUND

The Government of Grenada, through the Unleashing the Blue Economy of the Caribbean (UBEC) project, supports the achievement of the World Bank's twin goals and contributes to advancing the objectives of the regional partnership strategy for the OECS, which was discussed by the board of executive directors on November 13th, 2014, and reasserted by the board through the discussion of the performance and learning report 2018. The Blue Economy is defined as an approach to promote sustainable and integrated use of marine resources for economic growth, improved livelihoods and job creation while preserving the health of ocean ecosystems. This covers a range of interdependent sectors, including fisheries, coastal Tourism, and waste management. The Series of Projects will contribute to the achievement of the high-level outcomes of strengthened resilience to shocks and climate change response, and better jobs supported by the Framework.

With tourism being the single most important source of economic growth and export revenue in OECS countries, the covid-19 pandemic had a devastating effect on the industry. These adverse impacts bring an opportunity to rethink the sector and work to establish a more sustainable and resilient industry that leverages high value Blue Tourism markets. Coastal habitats are not effectively protected, with a need to strengthen regulations, monitoring, and enforcement and address concerns about the coastal environment including inadequate waste management, marine pollution, and beach erosion.

Transitioning to a more sustainable and higher-value tourism model that embraces blue tourism will be a process, requiring a mix of policy changes, marketing, capacity building, and infrastructure development. Sustainability and blue economy approaches need to be mainstreamed into existing regional and national tourism policies. This will require improved inter agency collaboration on issues of environment, tourism, fisheries, transport, and health.

The activities in the Paradise Beach area are aimed at ensuring the surrounding communities have adequate amenities to attract and support an influx of visitors, while at the same time maintaining the environmental health of the ecosystem and support their livelihoods.

The proposed activities must reference the plans and programmes of the Sandy Island Oyster Bed Marine Protected Area (SIOBMPA), of which Paradise Beach is a subsector. Efforts must be made to incorporate the vision and goals of the SIOBMPA's management, business, and communication plans into the designs of the proposed activities. The only airport on Carriacou is adjacent to Paradise Beach, and the proposed airport expansion may affect the proposed project activities. Therefore, adequate consultation should be held with the Airport Authority.

Recognizing that the Paradise Beach area is used by diverse persons of all ages, gender and capacities, and the role of women in the Tourism sector, it is critical to integrate gender and youth considerations to ensuring effective, inclusive and sustainable designs and products that take into accounts the way different groups, including youths uses the resources and in particular the need and expectation of women.

2.0 OBJECTIVES

The Government of Grenada wishes to engage the services of a suitable firm to;

- i. Conduct a market assessment to determine the appropriate type and scale of specific tourism investments to be developed on the Paradise Beach site based on verified market demand with financial viability.
- ii. Craft a financially viable business structure and design a management structure for the ongoing operations and maintenance of the site and tourism infrastructure to be built in the Paradise Beach site taking into consideration specific goods and services to be offered, financial viability, community benefit, infrastructure and site maintenance, insurance, and other operational considerations.
- iii. Prepare detailed designs (technical information, cost estimates, specifications, work requirements, drawings, and detailed bill of quantities) and bidding documents for the proposed infrastructure related activities under the programme.
- iv. Prepare, submit and secure all approvals from the Planning and Development Authority for all works that require approvals.
- v. Assist, through the Project Implementation Unit, in managing the procurement of the contractor(s) for the associated works; and
- vi. Supervise construction.

The specific objectives of the assignment are for the contracted Firm to conduct adequate and regular stakeholder consultations for the preparation of a market assessment, business plan and management structure, that feeds into the development of detailed designs, provide pre-construction services, construction supervision and post-construction services, to ensure that the completed works are following the signed contract and consistent with the agreed/approved designs and include youth inclusiveness and gender considerations. The consolidation of these objectives will be guided by the UBEC Environmental and Social Commitment Plan (ESCP) and the Environmental and Social Management Framework (ESMF) <https://www.finance.gd/index.php/projects/ubeb>

3.0 SCOPE OF CONSULTANCY SERVICES

In the conduct of this work, the Firm shall collaborate with the Government, Private Sector and Civil Society Organisations in Carriacou and agencies responsible for programme development and implementation on the mainland of Grenada, i.e. The Ministry of Carriacou and Petite Martinique Affairs, Private Sector and Community Organisations in Carriacou and on mainland Grenada, The Ministry of Tourism, the Creative Economy and Culture, the Ministry of Infrastructure, Public Utilities, Civil Aviation & Transportation, Ministry of Climate Resilience, the Environment and Renewable Energy and Forestry Division of the Ministry of Agriculture and Lands, Forestry and Marine Resources and the Division of Gender and Family Affairs, Ministry of Social Development and Housing. Participatory methodologies should be utilised in data gathering and action planning with all stakeholders including community meetings, direct engagement with community groups, and carrying mapping exercise to document user activities and resource assets of the area. The Firm will also be required to work closely with the community to ensure that key environment and social safeguards, livelihood protection, youth inclusiveness, accessibility and gender considerations are integrated into the project.

The Firm shall be solely responsible for the analysis and interpretation of all data received and collected, the timely completion of designs and reports and the effectiveness of contractor supervision. The Firm shall

be responsible for the collecting, reviewing and analysing of all relevant data available, including *inter alia*, previous studies; projects and programmes, meteorological, hydrological and hydraulic information; potential climate change impacts; topographical data; existing and proposed land use; and any other information relevant for the assignment. The final draft design shall be presented to the communities of Carriacou and Petite Martinique for feedback and approval.

4.0 DESIGN SERVICES

The Firm shall, in consultation with stakeholders:

- a) Prepare an Inception Report which shall provide full details and a workplan on how the Consultancy will be executed and a summary of critical issues to be addressed. The report shall include, but not limited to; maps with projects limits; initial findings; detailed work schedule and methodology including approaches to consultations; a stakeholder list for consultation, market assessment and business plan creation methodology; preliminary site investigation and subsoil investigation findings; findings of various testing undertaken; environmental and social management proposed plan; design methodologies and criteria to be utilized, composition of the team and the number of person-month(s) of work for each position; and recommendations based on the interpretation of the Terms of Reference. A schedule for the undertaking of the Consultancy Services shall be included in the Inception Report.
- b) Conduct a market assessment study to determine the specific tourism goods and services that have verified market demand and can be offered at the Paradise Beach site. This should be done in consultations with the SIOBMPA Board, private sector and CBO's including both local tourism stakeholders (e.g. accommodation owners and managers, investors, tour operators, travel agents, etc.) and international tourism stakeholders (e.g. regional investors, outbound tour operators, etc.). The goal of the assessment is to gather data that underpins the demand projections for the business plan and ensures the financial viability of the investments. It is anticipated that this will be done through the following activities:
 - Verify the cultural, natural, marine, educational and other tourism assets available in the destination that could be developed into viable and profitable tourism products and that have sufficient market demand including Heritage and Historical assets within the area.
 - Consult with the local, regional and international private sector to determine the viability of these products and their potential market segments. Consult with communities in and around the sites to determine their interest in tourism development and their potential level of engagement. This should also include the identification of any functioning community groups that could be engaged in the management of the sites.
 - Create a market demand assessment and analysis including tourism trends and their potential impacts on the sites, identification of risks, identification and sizing of demand from specific market segments.
 - Identification of specific tourism products and services that could be sustainably developed both at land and sea at the financial, economic, environmental and social levels and that have sufficient market demand to merit investment.
 - Based on the tourism asset, market demand and product identification assessment recommend tourism site investments necessary to develop the sites in a sustainable manner including financial, economic, environmental and social sustainability.
- c) Prepare a business plan including the definition of a management structure for the investments at the Paradise Beach site. The business plan should include financial projections, demonstration of

financial viability and infrastructure maintenance. The management structure should take into consideration land and site ownership, as well as community benefit. The goal of the plan is to demonstrate financial viability and ensure a management structure for the ongoing maintenance is in place. This should include and consider:

- i) The role of the public and private sector and opportunities for PPPs and joint ventures with private sector and communities.
 - ii) Standard sections of a business plan: vision, mission and values of the investment, market analysis and demand projections, competition analysis, description of products and services, Business Structure and Management, Performance Framework, Marketing strategy, Capacity Building Needs, Legal and Taxation Issues, Potential Partner Organizations/Joint Ventures, and Potential Risks and Mitigation Approaches.
 - iii) Identification of infrastructure, facilities and investments required to launch and operate the business. These will then be paired with the spatial concept designs for the infrastructure.
 - iv) Financial Model and Projections Summary including Startup Costs & Investments, Direct and Operational costs for ongoing operations (including staffing, liability insurance, maintenance and depreciation), Expected product prices, Revenue management model, Expected Demand Year 1 (per market and per product), Five Year Projections including depreciation and cash flow models, Profit Distribution based on benefit sharing model (if any), and Potential expansion needs and opportunities.
- d) Provide the environmental and social impact assessment (ESIA) and engineering services necessary for the preparation of designs, plans, specifications, cost estimates and detailed activity schedules/ bills of quantities for the Works. Services shall include but not be limited to: environmental and social management plan (ESMP), building and soil investigation - so as to determine design requirements; topographical surveys and any other tests required to effectively carry out required technical services effectively.

The assignment includes designs for the rehabilitation and/or construction of buildings, demolition, topography restoration and tree planting/revegetation, as indicated in Table 1. See Annex 1 for a map of the proposed area.

No.	Name of Activity	Activity Description
1	Redesign of Tourism Investments based on the market and product assessments	Based on the market demand assessment and business plan, identify what types of structures and infrastructure are appropriate and design them to align with business needs, meet environmental and social standards and safeguards, and address long term maintenance needs. Potential structures could include vendor centre, information centre (including signage and interpretation), restroom facilities and changing room, among others, and should consider the tourism elements and potential in nearby areas such as Sandy Island and Mabouya island.
2	Landscape Design	Aligned with the tourism investments identified and design, conduct detailed landscape design. This will include and identify needs for land

		stabilization, topography restoration and tree planting, as needed. Landscaping should adhere to the environmental safeguard and should reflect the local natural environment.
3	Redesign site infrastructure	Aligned with tourism investments identified and design infrastructure to support the selected businesses. Designs should consider coastal resilience measures, drainage and rainwater harvesting, alignment with the local cultural aesthetic, tourism needs, safety and security and other environmental and social safeguards. This may include a jetty, boardwalk to Lauriston, lifeguard tower among others.
4	Scoping for Environmental and Social Impacts	Based on the designs, conduct a detailed environmental and social impact assessment following PIU and World Bank guidelines.

- e) Develop and implement an Environmental and Social Management Plan (ESMP) incorporating youth inclusiveness and gender considerations;
- f) Prepare a Design Report, designs, plans, specifications, and detailed activity schedules/ bills of quantities for the construction Works, in compliance with an agreed International Standard respectively;
 - i) Designs and contract plans shall be prepared on a minimum 11"x17" (tabloid) sheets to a suitable scale with all dimensions clearly shown and indicating details of construction for all structures or other Works to be built. The Consultant shall furnish three (3) hard copies of each final drawing to the PIU, one (1) electronic copy in AutoCAD format, and one (1) electronic copy in PDF format;
 - ii) The Consultant shall prepare specifications including a description of each item, materials to be used, properties of materials, methods of measurements, basis for payment, and all other technical requirements for the construction of the Works in accordance with the designs and plans. The Consultant shall furnish three (3) bound copies of such specifications to the PIU, one (1) electronic copy in Microsoft Word format, and one (1) electronic copy in PDF format;
 - iii) An estimate of the quantities of the various items of work required for the Works shall be prepared in appropriate format. The Consultant shall furnish to PIU three (3) hard copies of the estimates, one (1) electronic copy prepared in Microsoft Excel format, and one (1) electronic copy prepared in PDF format;
 - iv) Estimates of the construction cost for the Works shall be submitted as confidential information for the PIU and the Bank, thereby, serving as guidelines to the PIU and the Bank in analysing bids for the construction component of the Works; Estimates shall be prepared in the agreed form, in Microsoft Excel format;
 - v) Prepare a Design Report including calculation parameters for critical elements, results and models, justification of proposed construction methodology, justification for use of materials, design options, elements, etc.
- g) Prepare all submission and secure the necessary approvals for construction from the Planning and Development Authority, where necessary. When making submissions to the Planning and

Development Authority, three physical copies of the drawings and technical specifications are required. An application fee is also required and should be covered by the consulting and considered in the financial proposal.

- h) Prepare bidding documents in accordance with World Bank's procurement guidelines.
- i) Modify the Works in the event that the engineering estimates of the construction cost, inclusive of an allowance for the contingencies, price increases and ancillaries, where applicable, exceed the allocated costs, so as to bring the estimated cost of Works within, or as near as possible to, the allocated costs. Any such modification shall be included in the final design.
- j) Attend **ALL** Pre-bid Meetings, Bid Openings, Contract Signings, and Contractor Introduction Meetings; and
- k) Preconstruction Services: -Evaluate all tenders, including the preparation of tender evaluation reports and assist GOG in the negotiation of contracts for the construction works.

5.0 SUPERVISION OF CONSTRUCTION WORKS SERVICES

The Consultant shall provide the following professional services for the Supervision of construction Works reporting to the PIU:

- a) Provide an on-site Clerk of Works, with relevant qualifications and experience, to carry out **daily** Works supervision. The Clerk of Works shall oversee the performance of contract implementation and shall require that such performance be in accordance with the plans, designs, and specifications prepared by the Consultant. The Clerk of Works shall also undertake, but not be limited to the following tasks:
 - i. The inspection of all critical elements during the Works; and
 - ii. Liaise with the stakeholders to update them on progress and quality of Works, and shall address stakeholder's feedback during meetings and supervision;
- b) Undertake monitoring based on the sub-project's ESMP, which shall include:
 - i. Ensuring that the Contractor adheres to the proposed mitigation measures;
 - ii. Auditing and evaluating the sub-project's ESMP performance;
 - iii. Enforcing compliance with environmental guidelines within the limits of the Contract Documents;
 - iv. Informing the PIU of any concurrent violation that might merit the suspension of Works until the corrective/mitigation actions have taken place.
- c) Consult and advise the PIU during the construction Works on matters arising during implementation of infrastructure works;
- d) Revise designs to suit unforeseen conditions which may arise during construction;
- e) Submit monthly, one (1) bound copy, one (1) electronic copy in Microsoft Word format and one (1) electronic copy in PDF format of **monthly** progress reports. The report shall include, but not be limited to the following:

- i. Photographs of work progress;
 - ii. progress charts and drawings;
 - iii. materials testing records;
 - iv. Variation orders issued to date;
 - v. Recommended actions where necessary
 - vi. Number of skilled workers and labourers and their attendance, disaggregated by sex;
 - vii. Site grievances;
 - viii. Occupational Health and Safety, including site incidences, fatalities, accidents, near misses, etc
 - ix. Site notes and minutes of site meetings, including extra ordinary meetings;
 - x. Engineering challenges affecting efficient and timely execution;
 - xi. Changes required to the contract completion date and contract value;
 - xii. Correspondences between Consultant/ Contractor and the PIU during the month; and
 - xiii. Updated work programme and cash flow projections.
 - xiv. Grievance Mechanism Reports
- f) Submit One (1) bound copies, one (1) electronic copy in Microsoft Word format, and one (1) electronic copy in PDF format of **monthly** environmental/ social performance reports. Each report shall highlight the Works Contractor's performance with regards to the ESMP;
- g) Advise on the suitability of Sub-contractors;
- h) Recommend and oversee tests to be performed on materials and equipment to be incorporated in the Works, such as testing of concrete cylinders/cubes, bitumen tests, compaction tests, etc.;
- i) Review and approve invoices submitted by the Works Contractor for payment of Works completed, and prepare payment certificates, and ensure that advanced payments issued to the Contractor/ Supplier are utilized for the intended purpose;
- j) Hold monthly progress meetings with PIU staff, Works Contractor, and beneficiaries so as to discuss and address matters pertaining to the Works progress;
- k) Liaise with the PIU and relevant authorities, and offer assistance so as to expedite the acceptance and takeover of the Works;
- l) Make a final inspection of the completed construction Works; recommend the issuing or non-issuing of the Completion Certificate within 14 days of the Works Contractor's request for issuance; and prepare a Completion Report to the PIU within 30 days of the end of the Works by the Works Contractor. The Consultant shall furnish three (3) bound copies of the Completion Report and one (1) electronic copy in PDF format which shall include the following items:
- i. As-built drawings and financial statements setting forth the total cost of all elements of the Works;
 - ii. Principal design criteria used, a brief history of the construction work, and recommendations on improving construction practices;
 - iii. Actual implementation progress vs planned progress;
 - iv. Quality control and quality assurance results;

- v. Technical issues addressed; and
 - vi. Recommendations for future programmes and lessons learnt.
- m) Carry out bi-monthly inspections of the Works as needed during the Defects and Liability period; the issuing of instructions to the Contractor to rectify defects within two (2) weeks of inspection; and the preparation and submission of the Defects and Liability Certificate upon rectification of defects stating that all defects have been completed;

6.0 REPORTING REQUIREMENT AND DELIVERABLES

The Firm shall provide the following documents and reports to the PIU; three hard copies and electronically in PDF and Word formats or as otherwise requested:

Design Deliverables

- 1) Submission and acceptance of Inception Report, 15 days after signing of Contract and in keeping with 4.0 (a); The Firm shall, as part of the inception report, make comments on, and suggestions for, improvements to these Terms of Reference. The financial implications, if any, of these recommendations should be indicated separately in the Financial Proposal.
- 2) Submission and acceptance of Market assessment report, 45 days after signing of Contract and in keeping with 4.0 (b)
- 3) Submission and acceptance of Business Plan and Management Structure report, 60 days after signing of Contract and in keeping with 4.0 (c)
- 4) Submission and acceptance of Environmental and Social Management Plan (ESMP) 28 days after signing of Contract and in keeping with 4.0 (e);
- 5) Submission and acceptance of Final Design Report, plans, specifications, detailed activity schedules/ bills of quantities, and estimates, 70 days after signing of the Contract and in keeping with 4.0 (f);
- 6) Submission and approval of plans to the Planning and Development Authority, in keeping with 4.0 (g)
- 7) Submission and acceptance of maintenance plans and schedules
- 8) Submission and acceptance of Bid evaluation Reports in keeping with 4.0 (h)

Supervision Deliverables

- 1) Submission and acceptance of Monthly Progress Reports in keeping with 5.0 (e);
- 2) Submission and acceptance of Monthly Environmental/ Social Performance Reports in keeping with 5.0 (f);
- 3) Submission and acceptance of Completion Certificates and Completion Reports in keeping with 5.0 (l);
- 4) Submission of bi-monthly defects list to Contractor and submission and acceptance of Defects Liability Certificates in keeping with 5.0 (m); and
- 5) Submission and acceptance of a Programme Completion Report to consolidate information from the contract completion reports.

All reports shall be prepared in English. The PIU will provide comments on the reports within four weeks of receipt, and the Firm will adjust the ongoing work according to the comments received.

7.0 IMPLEMENTATION ARRANGEMENTS

Government of Grenada will appoint a Programme Manager (PM). The PM, assisted by the PIU, will facilitate the work of the consultant(s) and make available all relevant studies, reports and data, relevant to

completion of the exercise and also will act as a liaison between the consultant(s) and GOG officials and stakeholders.

8.0 QUALIFICATIONS AND EXPERIENCE

Firm Qualifications

The selected firm must demonstrate the following qualifications:

- The firm should have an established record of designing and supervising works of a similar nature in Grenada, the Caribbean region or with comparable Small Island Developing State.
- The firm has an established record of implementing projects in accordance with World Bank or other International Funding Agency Procedures.
- The firm should demonstrate strong understanding of the TOR and practical approach proposed to meet TOR requirements in a timely and cost-effective manner.
- The Firm should have experience carrying out ESIA and ESMP in accordance with World Bank or other International Funding Agency Procedures.
- The Firm should be multidisciplinary and meet the criteria as detailed in the REOI.
- The firm should not have any pending litigation and non-performing contracts during the last 5 years.
- The firm should have excellent written and oral communication skills in English.

The consulting team should consist of persons with appropriate professional and academic qualifications and each team member should have relevant experience in the areas of the design of tourism facilities and work in coastal areas in Small Island Developing States. Members of the consulting team must be fluent in the English language.

POSITIONS	QUALIFICATIONS	SPECIFIC EXPERIENCE
Consultant/Principal	MSc in Civil/Structural Engineering	At least 15 years' experience in the design of multi-building facilities and general project coordination.
Architect	BSc in Architecture	At least 5 years' experience in architectural and landscape designs; experience in the Eastern Caribbean on at least two (2) similar projects within the last five (5) years.

Quantity Surveyor (QS)	BSc in Quantity Surveying	At least 5 years of experience in quantity surveying; experience in the Eastern Caribbean on at least two (2) similar projects within the last five (5) years.
Environmental Specialist	BSc in Environmental Science/ Environmental Engineering/ Environmental Management or related field	At least 5 years of experience in the preparation of Environmental and Social Management Plans (ESMP's); experience as Environmental Specialist on at least two (2) similar projects within the last five (5) years.
Tourism Investment Specialist	MA in Tourism Planning, Business, Administration, Investment, or relevant field or MA of Business. Administration (or equivalent experience)	At least 10 years of experience in tourism destination development and investment advising. At least 5 years' experience in tourism investment planning. Experience conducting market demand assessments and drafting business plans in at least three (3) projects in the last 5 years.

9.0 DURATION

The assignment is expected to be conducted over a period of approximately twenty-four (36) months (inclusive of defects liability period).

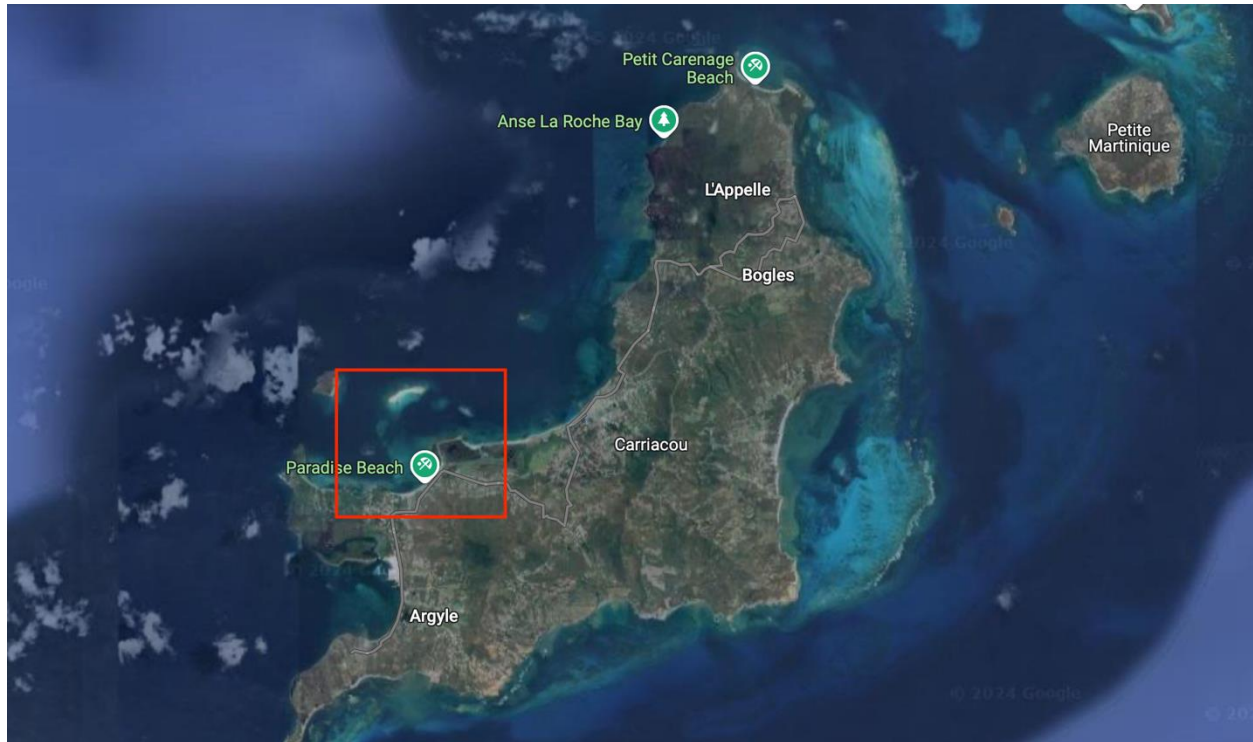
9. PAYMENT SCHEDULE

	ITEM	% of Payment	Timeline/Date
Design Fee			
1.	Approved Inception Report	10% Design Fee	Within 10 weeks of commencement
2	Submission of Market Assessment Report	5% Design Fee	Within 14 weeks of commencement
3	Submission of Business Plan and Management Structure Report	5 % Design Fee	Within 18 weeks of commencement
4.	Draft Design including ESMP	20% Design Fee	Within 27 weeks of commencement
5.	Final Designs including ESMP	40% Design Fee	Within 32 weeks of commencement

6.	Approval of Plans	10% Design Fee	Within 45 weeks of commencement
7.	Pre-Construction Services (Award of Contract)	10% Design Fee	Within 45 weeks of commencement
Supervision Fee			
8.	Technical Inspection/Supervision Services	90% of Supervision Fee (Based on progress of the works)	Within 36 months of commencement
9.	Approved Completion Report including as built drawings	5% of Supervision Fee	Within 36 months of commencement
10.	Defects Liability Certificate	5% of Supervision Fee	Within 36 months of commencement

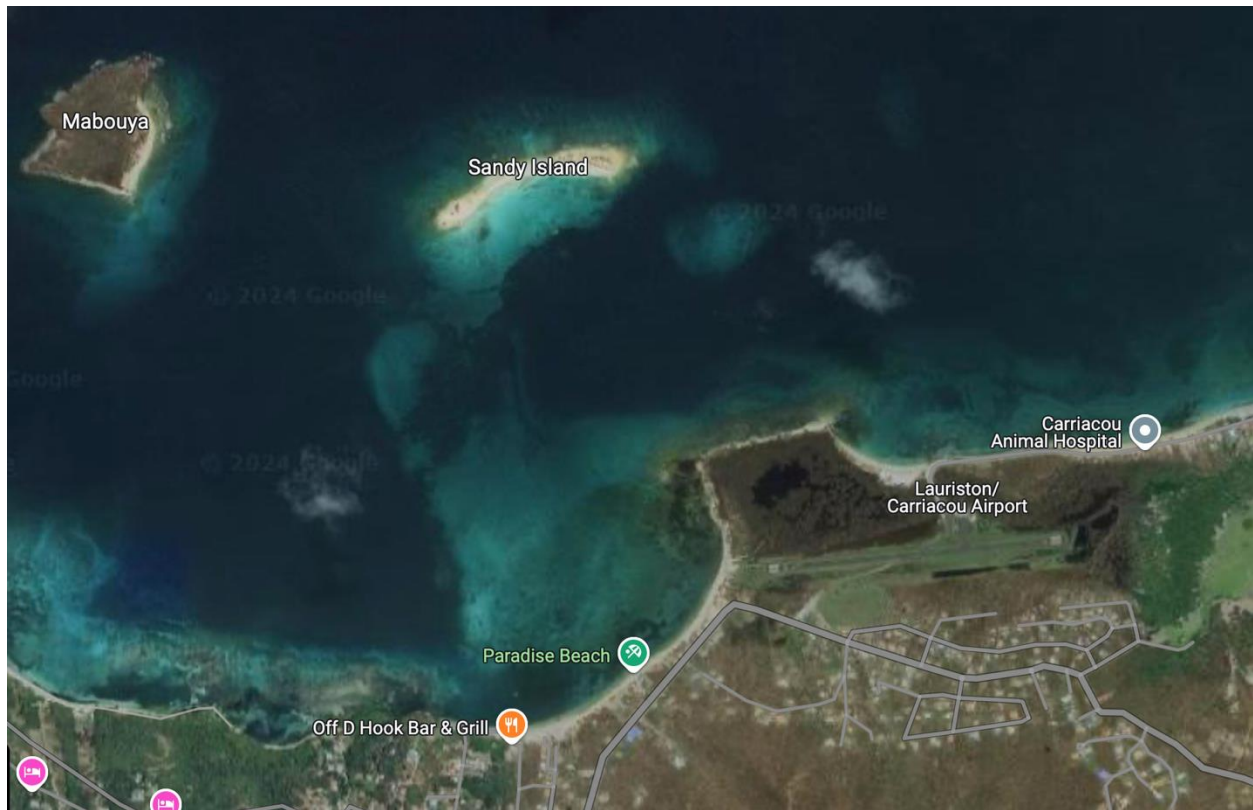
Annex 1: Area Map

Map of Carriacou and Project Site



Source: <https://www.google.com/maps/place/Grenada>

Map of Project Site



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