

TERMS OF REFERENCE

Consultancy Firm Services for the Feasibility Study and Environmental and Social Impact Assessment for the Proposed Underwater Museum

Reference No.: SVGUBEC-C-QCBS-13

Project	Unleashing the Blue Economy in the Caribbean Project (UBEC) – Saint Vincent and the Grenadines
Financing	World Bank / International Development Association
Client	UBEC Project Implementation Unit, Government of Saint Vincent and the Grenadines
Assignment	Feasibility Study and Environmental and Social Impact Assessment (ESIA)
Procurement Method	QCBS

1. Background

The Government of Saint Vincent and the Grenadines is implementing the Unleashing the Blue Economy in the Caribbean Project – Saint Vincent and the Grenadines Component (UBEC SVG), financed by the World Bank. The project supports the sustainable development of the blue economy by strengthening enabling systems and financing priority investments in sectors including tourism, fisheries, and solid waste management.

Under UBEC SVG, a proposed blue economy and tourism development opportunity is the establishment of an Underwater Museum. The proposed intervention is intended to diversify the marine tourism product, strengthen environmental education and conservation awareness, create opportunities for community-based tourism and local enterprise participation, and promote culturally appropriate interpretation of Saint Vincent and the Grenadines' marine, coastal, and cultural heritage.

The Client-provided 2025 preliminary design concept, "The Submerged Museum: A Museum of Slavery & Resistance," proposes an underwater sculptural attraction centred on a repurposed local vessel, with sculptural installations on the upper deck and within the vessel hold, and a visitor experience intended for divers, snorkelers, and glass-bottom boats. The concept links interpretation of slavery, resistance, Garifuna heritage, and contemporary Vincentian identity with marine conservation and art; it also anticipates participation by local artists and community members. Young Island is identified in the concept as a recommended location. These elements are preliminary and shall be tested through this assignment; they shall not predetermine the preferred site, final scale, design, materials, installation method, visitor access arrangement, or management model.

Given the potential environmental and social implications of the preliminary vessel-based concept - including the proposed placement or sinking of a repurposed vessel, marine installation works, visitor access to and around the structure, and the potential interaction with coral reefs, seagrass beds, fisheries resources, marine biodiversity, underwater cultural heritage, coastal communities, marine users, tourism operators, navigation safety, and occupational diving risks - UBEC SVG requires a comprehensive Feasibility Study and Environmental and Social Impact Assessment (ESIA). The assignment shall explicitly compare the risk profile of the vessel-based concept with feasible lower-impact or non-vessel alternatives.

The assignment shall be undertaken in accordance with national laws and permitting requirements of Saint Vincent and the Grenadines; the World Bank Environmental and Social Framework (ESF), in particular Environmental and Social Standard (ESS) 1 on Assessment and Management of Environmental and Social Risks and Impacts; the UBEC Environmental and Social Management Framework (ESMF); the UBEC Stakeholder Engagement Plan (SEP); the UBEC Labour Management Procedures (LMP); the Resettlement and Process Framework (RPF); the Environmental and Social Commitment Plan (ESCP); and applicable World Bank Group Environmental, Health and Safety Guidelines and Good International Industry Practice.

2. Objective of the Assignment

The objective of this consultancy is to prepare a technically robust, environmentally and socially sound, economically and financially justified, and World Bank-compliant Feasibility Study and ESIA for the proposed Underwater Museum under UBEC SVG.

The studies shall determine whether the preliminary Underwater Museum concept - including the proposed repurposed-vessel configuration - is technically, environmentally, socially, economically, financially, legally, and institutionally feasible. The studies shall identify the preferred site and concept/design option; assess whether the vessel-based approach should proceed, be modified, or be replaced by an alternative; and define the management model, environmental and social risks, mitigation measures, monitoring arrangements, costs, permitting requirements, consultation requirements, and operational arrangements.

The final outputs shall be prepared to a standard suitable for review by the UBEC Project Implementation Unit, relevant national agencies, and the World Bank, and shall support World Bank review/no-objection and informed decision-making on any subsequent project phase. Detailed design, procurement of the museum works, vessel preparation/installation, and construction or implementation are outside the scope of this consultancy.

For the purposes of this TOR, the term “Consultant” refers to the contracted consulting firm. The assignment is intended to be procured as a firm-level consultancy, not an individual consultant assignment. The consulting firm shall provide, coordinate, and be accountable for the full multidisciplinary team required to complete the Feasibility Study, ESIA, ESMP, site-specific Stakeholder Consultation Plan and consultations, subproject grievance mechanism arrangements, and all associated technical studies and management instruments.

3. Specific Objectives

1. Assess the technical, environmental, social, economic, financial, legal, institutional, and operational feasibility of the preliminary Underwater Museum concept, with specific assessment of the repurposed-vessel option and comparison with feasible alternative configurations having different environmental and social impact profiles.
2. Establish marine environmental and social baseline conditions through a staged approach: initial sensitivity screening at candidate sites, followed - once candidate sites have been identified and shortlisted - by site-specific field surveys and, where applicable, an ESS6 critical habitat assessment for the preferred site and any alternative site retained for direct comparison. Baseline studies shall cover coral reefs, seagrass beds, benthic habitats, fisheries, marine biodiversity, water quality, coastal processes, marine users, livelihoods, cultural heritage, and tourism activities.

3. Identify, compare, and rank potential project sites based on environmental sensitivity - including natural and critical habitat considerations - tourism potential, community benefits, fisheries use, accessibility, visitor safety, ecological carrying capacity, cost, constructability, climate resilience, and regulatory requirements. Young Island shall be assessed as the concept location but shall not be treated as pre-selected.
4. Prepare a full ESIA consistent with the World Bank Environmental and Social Standard (ESS) 1 on Assessment and Management of Environmental and Social Risks and Impacts, UBEC safeguards instruments, national legislation, and international good practice for marine tourism and underwater installations.
5. Assess potential direct, indirect, cumulative, and induced environmental and social risks and impacts during planning, installation, operation, maintenance, and decommissioning.
6. Assess the applicability of the World Bank Environmental and Social Standards (ESSs) and determine whether additional instruments or ESMP annexes are required, including a Biodiversity Management Plan/Critical Habitat Management measures, Cultural Heritage Management Plan, Chance Finds Procedure, Labour Management provisions, Occupational Health and Safety and Diver Safety Plan, Community Health and Safety measures, Marine Traffic and Navigation Safety Plan, Emergency Preparedness and Response Plan, or Livelihood Restoration/Access Restriction Plan. Community Health and Safety measures shall normally be integrated within the ESMP unless the risk assessment demonstrates the need for a stand-alone plan.
7. Develop an Environmental and Social Management Plan (ESMP) with mitigation measures, monitoring indicators, institutional responsibilities, cost estimates, reporting requirements, and implementation timelines consistent with the World Bank Environmental and Social Standard (ESS) 1 on Assessment and Management of Environmental and Social Risks and Impacts.
8. Prepare and implement a site-specific Stakeholder Consultation Plan aligned with the UBEC Stakeholder Engagement Plan (SEP), and conduct meaningful consultations consistent with ESS10. A separate subproject SEP is not required unless subsequently directed by the UBEC PIU/World Bank.
9. Design subproject-level grievance mechanism (GM) arrangements consistent with and linked to the UBEC Project Grievance Redress Mechanism (GRM), accessible to project-affected parties and interested stakeholders.
10. Provide clear recommendations on environmental and social risk management measures and a no-objection-ready package to inform World Bank review, national permitting

requirements, and decision-making on any subsequent phase of the proposed investment.

4. Scope of Services

The Consultant shall undertake the assignment as two integrated components using a staged and iterative sequence. Component A shall be the Feasibility Study and Component B shall be the ESIA and associated environmental and social management instruments. Tourism/market demand, concept validation, preliminary environmental and social sensitivity screening, and early consultation shall occur first to inform site identification and the range and scale of exhibit options. Detailed, site-specific marine baseline studies - including critical habitat assessment where applicable - shall then be undertaken for the preferred site and any retained comparison site(s). Feasibility and ESIA findings shall be iteratively reconciled before final recommendations are made.

5. Component A: Feasibility Study

5.1 Tourism, Market, and Demand Assessment

1. Assess current and projected demand from dive, snorkel, glass-bottom boat, cruise, stay-over, yacht, eco-tourism, educational, cultural heritage, and art-tourism markets, and determine how demand should influence the scale, depth, visitor-access design, interpretation approach, and preferred site.
2. Identify existing tourism operators, dive operators, boat operators, hotels, vendors, community groups, artisans, schools, and potential partners.
3. Assess visitor willingness to pay, fee options, visitor carrying capacity, marketing potential, seasonality, accessibility, and operational constraints.
4. Review comparable underwater museums, sculpture parks, vessel-based artificial reef/wreck attractions, and marine interpretation models in the Caribbean and internationally, with attention to visitor demand, operating models, environmental performance, safety, maintenance, and lessons relevant to Saint Vincent and the Grenadines.

5.2 Project Concept Review

1. Review and test the Client-provided 2025 concept for “The Submerged Museum: A Museum of Slavery & Resistance,” including the proposed repurposed-vessel approach, sculptural installations, historical/cultural narrative, target beneficiaries, and expected development outcomes under UBEC SVG.
2. Define and test the proposed visitor experience, including the concept’s deep- and shallow-water components, vessel-deck and vessel-hold exhibits, diving, snorkeling, glass-bottom boat viewing, educational and cultural interpretation, and marine

conservation elements, with accessibility and safety requirements identified for each visitor group.

3. Compare the concept's illustrative scale options and assess whether an alternative scale or phased configuration would provide a better balance of visitor experience, cost, environmental and social risk, constructability, operating requirements, and long-term sustainability.
4. Assess the concept's proposed use of a salvaged local vessel, including any candidate vessel damaged by Hurricane Beryl, as a conceptual option only. Confirm structural and environmental suitability before recommending immersion or sinking of any vessel.
5. Assess design/material alternatives identified in the concept, including no side panels, mild-steel panels, and 316 stainless-steel panels, or technically superior alternatives, considering structural implications, durability, corrosion/maintenance, marine compatibility, installation requirements, and whole-life cost.
6. Undertake or commission the historical and cultural research needed to validate the interpretive narrative and the historical vessel references before they are incorporated into final recommendations. Cultural interpretation shall be developed through consultation with relevant Vincentian cultural, historical, Garifuna heritage, community, and government stakeholders.
7. Assess the proposed participation of local artists and community members in the design, modelling, narrative, and production process, including transparent participation arrangements, informed consent for use of likenesses, culturally appropriate representation, local skills development, and community benefit opportunities.
8. Assess potential links to tourism diversification, fisheries livelihoods, community enterprise development, marine conservation, education, arts and culture, and blue economy branding.
9. Confirm consistency with UBEC objectives, national tourism priorities, fisheries management, coastal zone planning, climate resilience, and marine biodiversity protection.

5.3 Site Identification and Options Analysis

The Consultant shall identify and assess potential locations using a transparent multi-criteria framework informed by the market/demand assessment, concept review, preliminary environmental and social screening, and early consultation. Young Island, identified in the preliminary design concept as a recommended location, shall be included as one candidate site; however, its inclusion shall not predetermine the preferred site. At minimum, the analysis shall include the no-project alternative, Young Island, at least two additional technically feasible sites, and a recommendation of the preferred site.

For the purposes of this assignment, the Consultant shall explore and assess a minimum of three (3) potential sites. Initial screening may rely on desktop information and rapid reconnaissance; detailed marine field surveys and critical habitat assessment shall be

undertaken only after sites have been identified and shortlisted, in accordance with the staged approach set out in this TOR.

1. Marine habitat sensitivity, including coral reefs, seagrass, mangroves, benthic habitats, nursery areas, natural habitats, potential critical habitats, and other sensitive biodiversity features.
2. Water depth, water clarity, currents, wave exposure, sedimentation, visibility, accessibility, and underwater safety.
3. Existing marine uses, including fishing grounds, landing sites, dive sites, anchorage areas, navigation routes, recreational areas, and protected or managed marine areas.
4. Avoidance of high-risk areas, including critical habitats or areas likely to meet ESS6 critical habitat criteria, culturally sensitive resources, navigation conflicts, highly exposed storm zones, and areas where access restrictions could significantly affect livelihoods.
5. Carrying capacity, visitor management potential, cost, constructability, maintenance requirements, climate resilience, and emergency response feasibility.
6. Potential community benefits, local enterprise linkages, tourism market potential, and long-term management requirements.

5.4 Technical Feasibility

1. Propose, assess, and recommend underwater exhibit, sculpture, artificial reef-compatible structure, anchoring, foundation, mooring, and installation options, including explicit comparison of the repurposed-vessel concept with technically feasible non-vessel or lower-impact alternatives.
2. Recommend non-toxic, durable, low-maintenance, climate-resilient materials compatible with marine biodiversity objectives and safe visitor use.
3. Assess installation methods, equipment needs, staging areas, marine access, vessel requirements, towing/deployment requirements, diver requirements, safety controls, and sequencing for both vessel-based and non-vessel options.
4. Identify requirements for mooring buoys, no-anchor zones, signage, visitor circulation, emergency access, and operational protocols.
5. For any repurposed-vessel option, undertake a vessel suitability assessment covering structural integrity and stability, seabed bearing/stability considerations, safe visitor configuration, removal of machinery and harmful substances prior to immersion, cleaning/decontamination requirements, material condition, potential pollution pathways, deployment/scuttling method, and future removal or salvage feasibility.
6. Assess whether internal access to the vessel should be permitted. Where access is proposed, define safe routes, openings/egress, restrictions, supervision requirements, and controls for overhead-environment or entrapment hazards; where safe access cannot be demonstrated, recommend external-only viewing.

7. Assess the proposed deep-water and shallow-water visitor zones and determine safe operating depths, visitor circulation, separation of divers/snorkelers from vessel traffic, glass-bottom boat viewing arrangements, mooring/no-anchor requirements, and emergency access.
8. Assess maintenance, structural inspection, marine growth/biodiversity monitoring, corrosion and material performance, replacement, storm-damage response, decommissioning, salvage, or relocation needs over the asset life cycle.

5.5 Financial and Economic Feasibility

1. Prepare independent preliminary capital cost estimates, operating and maintenance cost estimates, environmental and social mitigation costs, biodiversity monitoring costs, insurance/emergency provisions, decommissioning costs, and contingencies. Review the indicative budget ranges and exclusions presented in the 2025 design concept as reference inputs only, and validate all material assumptions including vessel acquisition/preparation, decontamination, transport, permits, customs/concessions where applicable, on-island construction/staging, moorings, sea installation, and long-term maintenance.
2. Assess revenue models, including user fees, permits, concessions, partnerships, guided tours, interpretation services, grants, sponsorship, and community benefit-sharing mechanisms.
3. Prepare financial projections, sensitivity analysis, and sustainability options based on visitor numbers, pricing, maintenance costs, storm damage, and management model.
4. Assess economic benefits, including employment, local business development, community income, tourism spending, conservation education, cultural interpretation, and potential reduction of visitor pressure on sensitive natural reefs.

5.6 Institutional, Governance, and Management Arrangements

1. Assess potential governance models, including public management, community co-management, concession, public-private partnership, or hybrid arrangements.
2. Define the roles of the tourism authorities, fisheries authorities, environment authorities, planning authorities, maritime agencies, cultural heritage authorities, National Parks/Rivers and Beaches Authority where relevant, communities, artists/cultural partners, and private operators, including responsibility for ownership, liability, visitor management, environmental monitoring, maintenance, emergency closure, and decommissioning.
3. Recommend operational arrangements for visitor management, fee collection, enforcement, maintenance, environmental monitoring, safety response, reporting, and benefit-sharing.
4. Identify institutional capacity gaps and recommend training and capacity-building measures.

5.7 Legal, Regulatory, and Permitting Review

1. Identify all national and project-level requirements related to environmental assessment, planning approval, marine space use, fisheries, coastal zone management, protected areas, maritime navigation, vessel preparation/immersion or sinking where applicable, underwater cultural heritage, occupational health and safety, tourism operations, waste management, pollution prevention, salvage/decommissioning, and World Bank ESF compliance.

6. Component B: Environmental and Social Impact Assessment

The ESIA shall be proportionate to the nature, scale, location, sensitivity, and risk classification of the proposed Underwater Museum. It shall assess all relevant risks and impacts across the project life cycle, including design, installation, operation, maintenance, emergency events, and decommissioning, consistent with Environmental and Social Standard (ESS) 1 on Assessment and Management of Environmental and Social Risks and Impacts and national requirements.

6.1 Applicable World Bank Environmental and Social Standards

Standard	Expected relevance to the assignment
ESS1	Assessment and management of environmental and social risks and impacts; ESIA, ESMP, alternatives analysis, monitoring, and institutional arrangements.
ESS2	Labour and working conditions for consultants, contractors, divers, marine workers, installation crews, boat operators, maintenance workers, and monitoring personnel.
ESS3	Resource efficiency, material selection, waste management, fuel and oil spill prevention, turbidity control, marine pollution prevention, and construction debris management.
ESS4	Community health and safety, visitor safety, dive/snorkel safety, marine navigation, emergency response, weather-related risks, public access, and incident reporting.
ESS5	Screening for potential restrictions on access to fishing grounds, landing areas, marine space, customary use areas, or livelihood activities. If relevant, prepare appropriate livelihood restoration or access restriction measures consistent with the UBEC RPF.
ESS6	Marine biodiversity, coral reefs, seagrass, benthic habitats, protected species, ecosystem services, habitat classification, site-specific critical habitat assessment where applicable, application of the mitigation hierarchy, and biodiversity monitoring.
ESS7	Screen for relevance and justify applicability or non-applicability in the SVG context.
ESS8	Underwater cultural heritage, coastal heritage, intangible cultural heritage, cultural interpretation, archaeological screening, and chance finds procedures.
ESS10	Stakeholder engagement, information disclosure, consultation, inclusive participation, documentation, and grievance redress.

6.2 Baseline Studies

Baseline studies shall be staged and site-specific. Candidate sites shall first be screened using available information, mapping, stakeholder knowledge, and rapid reconnaissance. Once sites are shortlisted, the Consultant shall complete the detailed field baseline required to compare retained alternatives and shall complete a site-specific ESS6 habitat classification and critical habitat assessment for the preferred site where applicable. The Consultant shall not present a generic marine baseline as a substitute for site-specific evaluation.

Physical Environment

1. Bathymetry, seabed profile, currents, tides, waves, water depth, underwater visibility, sediment conditions, coastal geomorphology, erosion and sedimentation patterns.
2. Water quality, including turbidity, temperature, salinity, dissolved oxygen, pH, nutrients, hydrocarbons, and other parameters relevant to installation and operation.
3. Climate and disaster risk exposure, including hurricanes, storm surge, sea-level rise, marine heatwaves, coral bleaching, wave action, heavy rainfall, runoff, and sargassum where relevant.

Marine Biodiversity and Habitats

1. Site-specific habitat mapping of coral reef, seagrass, sand, rubble, rock, benthic communities, nursery areas, and other sensitive marine features at the preferred site and any retained comparison site(s).
2. Assessment of coral cover and condition, seagrass condition, fish abundance and diversity, benthic invertebrates, protected and threatened/endangered species, turtles, marine mammals, invasive species, ecosystem services, and any associated habitat features relevant to determination of critical habitat under ESS6.
3. Site-specific classification of modified, natural, and critical habitats in accordance with ESS6, including documentation of the basis for any critical habitat determination, identification of avoidance/no-go zones, application of the mitigation hierarchy, and definition of biodiversity management and monitoring requirements.

Social, Economic, and Livelihood Baseline

1. Coastal community profile, livelihoods, fishing activities, fishing grounds, landing sites, seasonal use, gear types, and dependence on marine resources.
2. Tourism operators, dive and snorkel businesses, boat operators, vendors, local enterprises, hotels, community organizations, and other users of the marine space.
3. Gender, youth, vulnerable groups, persons with disabilities, safety concerns, potential exclusion risks, existing conflicts over marine space, and community expectations.

Cultural Heritage Baseline

1. Known underwater cultural heritage, shipwrecks, archaeological features, historical marine routes, coastal heritage, and intangible cultural heritage linked to the sea and local communities, together with historical research needed to verify the museum's proposed slavery-and-resistance narrative and historical vessel references.
2. Assessment of culturally appropriate interpretation opportunities, historical accuracy, community perspectives on representation of slavery, resistance, Garifuna heritage and

contemporary Vincentian identity, consent/representation issues associated with portraying living community members, and the potential need for a Cultural Heritage Management Plan and Chance Finds Procedure.

6.3 Impact Assessment

The ESIA shall assess potential positive and adverse environmental and social risks and impacts using a transparent methodology that evaluates magnitude, extent, duration, reversibility, likelihood, sensitivity, and significance. The assessment shall cover direct, indirect, cumulative, induced, and associated impacts.

1. Potential positive impacts: tourism diversification, local employment, enterprise development, opportunities for local artists and guides, environmental education, marine conservation awareness, cultural interpretation, skills development, improved mooring practices, and potential reduction of visitor pressure on sensitive natural reefs if managed appropriately.
2. Potential environmental risks: coral and seagrass disturbance; effects on natural or critical habitat; benthic habitat alteration; turbidity and sediment disturbance; water pollution; use of non-compatible materials; residual contaminants associated with a repurposed vessel; inadequate vessel cleaning/decontamination; impacts from towing, deployment, sinking or installation; negative impacts on biodiversity and protected, threatened, or endangered species; visitor carrying capacity exceedance; anchoring impacts; waste generation; fuel spills; cumulative impacts; storm-induced movement, scour, structural failure or debris; and abandoned or poorly maintained structures.
3. Potential social risks: restriction of access to fishing or marine areas, livelihood impacts, user conflicts, unequal benefit distribution, visitor safety, occupational diving risks, marine traffic risks, community health and safety, gender or inclusion barriers, and reputational risks.
4. Potential cultural heritage risks: disturbance of underwater heritage, historically inaccurate or culturally inappropriate representation, inadequate consultation on the interpretation of slavery, resistance and Garifuna heritage, inappropriate use of community likenesses, chance finds, and effects on local cultural identity or traditional marine use.

6.4 Analysis of Alternatives

The ESIA and Feasibility Study shall include an integrated analysis of alternatives, including the no-project alternative; Young Island and other site alternatives; the repurposed-vessel concept versus non-vessel/lower-impact sculptural alternatives; the concept's illustrative scale options and any optimized/phased alternative; material alternatives including the proposed panel options where relevant; installation/deployment methods; internal versus external vessel access; management models; visitor access arrangements; biodiversity avoidance options; and benefit-sharing options. The preferred alternative shall be justified based on technical feasibility, environmental and social risk, critical habitat avoidance, cost, sustainability, safety, stakeholder feedback, and long-term management requirements.

7. Environmental and Social Management Plan

The Consultant shall prepare a detailed ESMP that is implementation-ready and suitable for inclusion in bidding documents and contractor obligations. The ESMP shall include risks and impacts, mitigation measures as required under applicable World Bank Environmental and Social Standards (ESSs), monitoring indicators, responsible parties, timelines, budgets, reporting requirements, supervision arrangements, and capacity-building requirements.

7.1 Minimum ESMP Coverage

1. Design phase: identification and acquisition of all required regulatory permits, approvals, licences, and environmental clearances; compliance with applicable design standards; stakeholder engagement; incorporation of contractor requirements; emergency response planning; biodiversity protection; and cultural heritage screening.
2. Installation phase: habitat protection, turbidity control, waste and debris management, spill prevention, vessel management, diver safety, worker occupational health and safety, community health and safety, chance finds procedures, incident reporting, contractor supervision, management of temporary restrictions on access to fishing grounds, landing sites, navigation routes, and other marine-use areas, and measures to prevent, minimize, or address temporary impacts on livelihoods.
3. Operation phase: visitor carrying capacity, mooring buoy use, no-anchor zones, guided access, waste management, reef, habitat and biodiversity monitoring, monitoring of any critical habitat-related commitments, visitor safety, emergency response, benefit-sharing, grievance management, structural and material-condition inspection, maintenance, adaptive management, and management of any permanent, long-term, or seasonal restrictions on access to fishing grounds, anchorage areas, customary marine-use areas, navigation routes, and livelihood activities, including the preparation and implementation of livelihood restoration or access-restriction measures where required.
4. Decommissioning phase: structure removal or stabilization, waste disposal, habitat restoration, stakeholder notification, safety controls, and post-decommissioning monitoring.

7.2 Specific Management Instruments

The Consultant shall prepare or recommend the preparation of the following instruments as required under applicable World Bank Environmental and Social Standards (ESSs) and as applicable:

1. ESMP;
2. Site-specific Stakeholder Consultation Plan aligned with the UBEC SEP, and Stakeholder Consultation Report;
3. Subproject-level grievance mechanism (GM) arrangements aligned with the UBEC Project GRM;
4. Biodiversity Management Plan and/or Marine Habitat/Critical Habitat Management and Monitoring Plan, where required;
5. Coral Reef and Seagrass Protection Plan;

6. Cultural Heritage Management Plan and Chance Finds Procedure;
7. Labour Management and Worker Code of Conduct provisions consistent with the UBEC LMP, including dedicated worker grievance mechanism channels that are: (i) accessible to all project workers, including contractors, subcontractors and divers; (ii) confidential and non-retaliatory; (iii) available through multiple workforce-appropriate channels, including anonymous channels; and (iv) distinct from, or clearly differentiated within, the community-level subproject GM;
8. Occupational Health and Safety Plan and Diver Safety Plan;
9. Community Health and Safety measures integrated within the ESMP; a stand-alone Community Health and Safety Plan shall be prepared only if the assessed risk level and complexity warrant one;
10. Emergency Preparedness and Response Plan;
11. Marine Traffic and Navigation Safety Plan;
12. Waste and Pollution Prevention Plan;
13. Contractor Environmental and Social Management Plan requirements;
14. Livelihood Restoration Plan or Access Restriction Plan, if required.

8. Stakeholder Engagement and Consultation

The Consultant shall prepare and implement a site-specific Stakeholder Consultation Plan consistent with ESS10 and aligned with the UBEC SEP. Engagement shall be meaningful, inclusive, culturally appropriate, accessible, gender-responsive, and documented. Consultation shall occur in stages: early engagement shall inform tourism demand, concept validation, historical/cultural interpretation, candidate-site screening and exhibit options; subsequent site-specific consultation shall inform the detailed baseline, ESIA, mitigation measures, management arrangements, and final recommendations.

Stakeholders shall include, but not be limited to, fishers and fisherfolk organizations; dive, snorkel, glass-bottom boat and other marine tourism operators; tourism businesses; coastal communities at candidate sites; youth groups; women's groups; persons with disabilities; vendors; local artists and cultural practitioners; historians and relevant Garifuna/cultural heritage organizations; environmental NGOs; schools; the Tourism Authority; Fisheries Division; Physical Planning Unit; National Parks, Rivers and Beaches Authority where applicable; Maritime Administration; Coast Guard; Ministry responsible for Tourism; Ministry responsible for Environment; Ministry responsible for Culture; NEMO; local leaders; and other affected or interested parties.

The Consultant shall document stakeholder concerns, recommendations, responses provided, unresolved issues, and how feedback influenced the project design and ESIA/ESMP. The consultation record shall include dates, venues, participant categories, gender-disaggregated attendance where feasible, photographs where permitted, issues raised, and responses.

9. Subproject Grievance Mechanism

The Consultant shall design subproject-level grievance mechanism (GM) arrangements aligned with and linked to the UBEC Project GRM. The subproject GM shall provide accessible and inclusive channels for receiving, recording, assessing, resolving, escalating, and closing grievances from project-affected parties and interested stakeholders. It shall include anonymous complaint options, response timelines, roles and responsibilities, referral pathways for serious incidents, SEA/SH-sensitive procedures where relevant, monitoring indicators, reporting templates, and clear escalation/linkage to the Project GRM. Worker grievance channels required under the LMP shall be clearly differentiated from the community-facing subproject GM.

10. Climate Change, Disaster Risk, and Resilience

The Consultant shall assess climate and disaster risks affecting the proposed Underwater Museum, including hurricanes, storm surge, sea-level rise, wave action, coastal erosion, coral bleaching, marine heatwaves, heavy rainfall, runoff, sedimentation, sargassum influx where relevant, and extreme weather effects on visitor safety and operations. For the vessel-based option, the assessment shall specifically consider structural stability, scour, movement, break-up/debris risk, mooring performance, post-storm inspection, and salvage/removal requirements. The Consultant shall recommend climate-resilient design, maintenance, emergency response, insurance, closure protocols, and adaptive management measures.

11. Occupational Health and Safety and Visitor Safety

The Consultant shall assess occupational health and safety risks for divers, contractors, boat operators, installation crews, maintenance workers, tour guides, waste handlers, inspectors, and monitors. The assessment shall include diving certification requirements, diving safety protocols, emergency oxygen and first aid, rescue procedures, weather-related stop-work protocols, vessel safety, PPE, incident reporting, contractor OHS requirements, and dedicated worker grievance procedures consistent with the UBEC LMP. Where vessel-penetration or internal wreck access is contemplated, the assessment shall address overhead-environment, entrapment, egress, sharp-edge, structural-integrity, supervision, competency, and rescue risks and determine whether such access should be permitted.

The Consultant shall also assess visitor safety risks, including drowning, diving and snorkeling hazards, vessel/wreck access risks, glass-bottom boat and other marine traffic interactions, poor visibility, currents, extreme weather, emergency evacuation, signage, guided access, and response capacity. Recommendations shall include operating depth limits, internal-access restrictions where applicable, operational controls, visitor limits, safety briefings, emergency protocols, and coordination with relevant emergency and maritime agencies.

12. Deliverables

No.	Deliverable	Minimum content	Timeline
1	Inception Report	Understanding of assignment; methodology; detailed work plan; data needs; Stakeholder Consultation Plan approach; field survey plan; staged ESF/ESS6 screening approach; market/demand assessment methodology; concept-validation methodology; site screening criteria; report outlines.	2 weeks after contract signing
2	Market, Concept Validation, Site Screening and Options Analysis Report	Tourism/market demand findings; review of the 2025 preliminary concept; initial comparison of vessel and non-vessel alternatives; longlist/shortlist of sites including Young Island; environmental and social sensitivity screening; preliminary natural/critical habitat screening; technical and operational considerations; stakeholder input; preferred/retained site recommendation; and site-specific survey/critical-habitat assessment plan.	Week 7
3	Draft Feasibility Study	Project concept validation; technical feasibility including vessel suitability and alternative configurations; tourism demand assessment; financial/economic analysis; institutional and management options; legal/permitting review; preliminary design parameters; independent cost estimates; implementation/next-phase recommendations; and risk matrix, taking into consideration site-specific environmental and social findings available at the draft stage.	Week 14
4	Draft ESIA, ESMP, Consultation Plan and Subproject GM Arrangements	Full draft ESIA; site-specific baseline; ESS6 habitat classification and critical habitat assessment where applicable; alternatives; impact assessment; cumulative assessment; climate risk; ESMP; biodiversity monitoring requirements; institutional arrangements; budget; site-specific Stakeholder Consultation Plan aligned with the	Week 19

No.	Deliverable	Minimum content	Timeline
		UBEC SEP; subproject GM arrangements; and supporting instruments/ESMP annexes as required.	
5	Stakeholder Consultation Report	Stakeholder mapping; consultation methodology and staged engagement; attendance records; issues raised; responses; evidence of disclosure; and demonstration of how feedback influenced market assumptions, historical/cultural interpretation, site selection, design options, mitigation measures, and management arrangements.	Week 20
6	Final Feasibility Study	Final report taking into consideration the findings from the draft ESIA addressing comments from UBEC PIU, agencies, stakeholders, and World Bank.	Week 23
7	Final ESIA Package	Final ESIA, ESMP, site-specific Stakeholder Consultation Plan, subproject GM arrangements, supporting instruments/annexes, non-technical summary, consultation annexes, and disclosure-ready version, revised to address consolidated comments from the UBEC PIU, relevant agencies, stakeholders, and the World Bank.	Week 26

13. Review and Approval

The Consultant shall submit all deliverables to the UBEC PIU for review. The UBEC PIU may circulate deliverables to relevant government agencies, stakeholders, and the World Bank. The Consultant shall revise all deliverables to address consolidated comments received.

The final Feasibility Study and ESIA package shall be considered complete when it has been accepted by the UBEC PIU as suitable for submission to the World Bank for review and no-objection. This consultancy does not include detailed design, procurement of museum works, vessel preparation/installation, construction, or implementation; recommendations for those activities shall be framed as requirements for any subsequent project phase.

14. Consulting Firm Qualifications and Key Experts

The consulting firm shall possess an integrated, multi-disciplinary capability spanning marine feasibility studies; environmental and social impact assessment; familiarity with the World Bank ESF; ESS6 habitat and critical habitat assessment; coastal and marine ecology; underwater installations and artificial reef/wreck or repurposed-vessel assessments; tourism and financial feasibility; stakeholder consultation; cultural heritage and historical interpretation; occupational and diving safety; GIS and mapping; and preparation of environmental and social management instruments for investment projects.

The firm must have a demonstrated track record in coastal and marine assignments within Small Island Developing States (SIDS) or comparable developing coastal nations, and shall be familiar with the procurement frameworks, reporting requirements, and environmental and social due diligence processes of multilateral development institutions, including the World Bank. The firm's project management structure must be capable of coordinating specialist inputs, maintaining data quality, supervising fieldwork and consultations, and responding to review comments from the UBEC PIU, national agencies, and the World Bank.

The consulting firm shall submit evidence of prior assignments of similar nature and complexity, including at least three comparable projects involving coastal or marine infrastructure, marine tourism, underwater attractions/artificial reefs or vessel-related marine installations, biodiversity-sensitive sites, or World Bank/IFI environmental and social assessments. The firm shall identify a single Team Leader who will serve as the main technical and contractual point of contact and shall ensure quality control across all deliverables.

The firm's core team must collectively cover the technical, environmental, social, financial, cultural heritage, safety, vessel/installation, and mapping competencies required for the assignment. Named personnel must be identified in the proposal and must be available for the duration of the assignment to which they are assigned.

Where the proposed key experts do not individually demonstrate specialist competence in repurposed-vessel/ship-reef suitability, the firm shall provide appropriate short-term input from a naval architect, marine surveyor, vessel engineer, or equivalent specialist. The firm shall also demonstrate access to local historical/cultural research expertise sufficient to validate the proposed narrative and vessel references.

Team Leader / Senior Environmental and Social Specialist

Full assignment

Qualifications	• Advanced degree in environmental management, environmental science, social development, natural resource management, or a related field. • Relevant professional certification or demonstrated specialist training in environmental and social assessment is an advantage.
Experience	• At least 10 years of relevant experience preparing and leading ESIA, ESMPs, and environmental and social management instruments for investment projects. • Demonstrated experience applying the World Bank Environmental and Social Framework, including ESS1, ESS2, ESS3, ESS4, ESS5, ESS6, ESS8, and ESS10, or comparable MDB safeguard standards. • Proven leadership of multi-disciplinary teams for marine, coastal, tourism, blue economy, or biodiversity-sensitive assignments. • Responsible for overall technical and contractual leadership, quality assurance across deliverables, coordination of specialist inputs, and lead authorship of the ESIA package and feasibility recommendations.

Marine Ecologist / Biodiversity Specialist

Full assignment

Qualifications	• Advanced degree in marine biology, ecology, coastal management, environmental science, or a related field.
Experience	• Minimum 7 years of experience in marine biodiversity assessment, habitat mapping, ecological baseline surveys, and biodiversity-sensitive project assessment. • Demonstrated experience with coral reefs, seagrass beds, benthic habitats, fish ecology, protected species, ecosystem services, and mitigation hierarchy application. • Experience preparing ESS6-compliant natural and critical habitat assessments, biodiversity management measures, coral reef and seagrass protection measures, and biodiversity monitoring plans. • Responsible for staged/site-specific marine baseline surveys, habitat sensitivity analysis, natural/critical habitat classification and critical habitat assessment where applicable, identification of avoidance zones, biodiversity impact assessment, and biodiversity management and monitoring recommendations.

Coastal Engineer / Marine Infrastructure Specialist

Full assignment

Qualifications	• Bachelor's degree or higher in coastal engineering, marine engineering, civil engineering, ocean engineering, or a related field. Professional registration is an advantage.
Experience	• Minimum 7 years of experience assessing or designing marine structures, mooring systems, underwater installations, coastal works, artificial reef-compatible structures, repurposed-vessel/ship-reef installations, or comparable marine infrastructure. Where vessel-specific experience is not held by this expert, it shall be supplemented by a naval architect/marine surveyor or equivalent specialist. • Demonstrated experience with coastal processes, bathymetry, wave and current exposure, anchoring/foundation options, constructability, climate-resilient design, and life-cycle maintenance of marine assets. • Experience preparing technical options, preliminary designs, cost inputs, installation/deployment methods, structural/stability assessments, vessel-preparation requirements where applicable, and decommissioning, salvage, relocation or removal considerations for marine infrastructure. • Responsible for technical feasibility assessment, site and design options analysis, marine installation requirements, mooring/no-anchor arrangements, climate resilience measures, and technical inputs to the ESMP.

Tourism and Financial Feasibility Specialist

Full assignment

Qualifications	• Bachelor's degree or higher in economics, finance, tourism development, business administration, project finance, or a related field.
Experience	• Minimum 7 years of experience in tourism market assessment, financial/economic feasibility analysis, revenue modelling, and sustainability planning for tourism or public investment projects. • Demonstrated experience assessing visitor demand, willingness to pay, fee structures, concessions, public-private partnerships, community management models, and tourism product development, preferably including dive/snorkel, marine heritage, underwater attraction, or comparable experiential tourism products. • Experience preparing capital and operating cost estimates, sensitivity analysis, revenue projections, and management options for blue economy or nature-based tourism investments. • Responsible for market and demand assessment, financial and economic feasibility, revenue and cost-recovery options, management model analysis, and sustainability recommendations.

Social Development and Livelihoods Specialist

Full assignment

Qualifications	• Advanced degree in social development, sociology, anthropology, community development, gender studies, livelihoods, development studies, or a related field.
Experience	• Minimum 7 years of experience preparing social baseline studies, livelihood assessments, stakeholder engagement processes, and social risk assessments for development projects. • Demonstrated experience with fisherfolk, coastal communities, marine users, vulnerable groups, gender and inclusion, community benefit-sharing, and conflict-sensitive engagement. • Familiarity with World Bank ESS5 and ESS10 requirements, including screening for access restrictions, livelihood impacts, inclusive consultation, and grievance redress arrangements. • Responsible for social and livelihood baseline, stakeholder mapping and consultations, assessment of access restrictions and distributional impacts, gender and inclusion analysis, inputs to the site-specific Consultation Plan, and subproject GM arrangements.

Cultural Heritage Specialist

Full assignment

Qualifications	• Advanced degree in archaeology, cultural heritage management, anthropology, history, museum studies, maritime archaeology, or a related field.
Experience	• Minimum 7 years of experience assessing tangible and intangible cultural heritage in development projects, with marine or coastal heritage experience preferred. • Demonstrated experience with historical research, culturally sensitive interpretation, underwater heritage screening, stakeholder consultation on heritage values, contested or sensitive historical narratives, and chance finds procedures; Caribbean or slavery/resistance heritage experience is an advantage. • Familiarity with World Bank ESS8 or comparable MDB cultural heritage requirements. • Responsible for cultural heritage baseline, verification of relevant historical narratives and vessel references, assessment of potential effects on underwater and coastal heritage, culturally appropriate interpretation guidance, community representation/consent considerations, and Cultural Heritage Management Plan and Chance Finds Procedure inputs.

Occupational Health and Safety / Diving Safety Specialist

Full assignment

Qualifications	• Relevant qualification in occupational health and safety, marine safety, commercial diving safety, emergency management, or a related field. Diving safety certification or equivalent specialist credential is strongly preferred.
Experience	• Minimum 7 years of experience in marine construction safety, commercial or recreational diving safety, emergency response, contractor OHS, vessel safety, and incident management. • Demonstrated knowledge of diving certification requirements, dive plans, emergency oxygen and first aid, rescue procedures, vessel/wreck penetration and overhead-environment hazards, weather-related stop-work protocols, PPE, and incident reporting. • Experience preparing OHS plans, Diver Safety Plans, Community Health and Safety Plans, and Emergency Preparedness and Response Plans for marine or tourism operations. • Responsible for worker OHS, diving safety, visitor safety, emergency response, contractor requirements, incident reporting procedures, and safety-related ESMP measures.

GIS / Mapping Specialist

Full assignment

Qualifications	• Bachelor's degree or higher in GIS, geography, environmental science, marine spatial planning, geomatics, remote sensing, or a related field.
Experience	• Minimum 5 years of experience in spatial analysis, mapping, marine zoning, habitat mapping, and preparation of maps for feasibility studies, ESIAs, or coastal/marine projects. • Demonstrated experience integrating field survey data, bathymetric information, habitat sensitivity, marine use patterns, protected areas, infrastructure locations, and stakeholder data into clear maps. • Experience preparing GIS datasets and map outputs suitable for technical reports, disclosure documents, and decision-making. • Responsible for all assignment maps, spatial data management, site screening maps, habitat and marine-use mapping, and submission of GIS files in editable source formats.

15. Duration of Assignment

The assignment is expected to be completed within approximately twenty-six (26) weeks from contract signing. The consulting firm shall propose a detailed schedule in the Inception Report, including the timing and sequencing of market/demand assessment, concept validation, preliminary site screening, site-specific field surveys, critical habitat assessment where applicable, stakeholder consultations, draft submissions, review periods, revisions, and final submission. The schedule shall account for weather/sea-state constraints and any ecological survey timing needed to obtain a defensible site-specific baseline.

16. Data, Services, and Facilities to be Provided by the Client

The UBEC PIU shall provide available project information, including the Client-provided 2025 preliminary design concept for “The Submerged Museum: A Museum of Slavery & Resistance,” available information on any potential salvaged vessel, relevant maps, previous environmental or marine studies, coastal zone or marine spatial planning documents, tourism statistics, fisheries data, applicable laws and policies, available UBEC environmental and social instruments, and a preliminary list of key stakeholders. The Consultant shall be responsible for collecting and independently validating all additional primary and secondary data required to complete the assignment.

17. Reporting Arrangements

The consulting firm shall report directly to the UBEC Project Implementation Unit through the Project Manager or designated officer. Technical oversight shall be provided by the UBEC PIU in coordination with the UBEC Environmental and Social Specialists and relevant national agencies. The firm shall designate a Team Leader who will coordinate all technical inputs, manage the multidisciplinary team, and serve as the primary focal point for the assignment.

The consulting firm shall maintain regular communication with the UBEC PIU, participate in progress meetings, and provide brief written progress updates as requested. All reports shall be submitted in editable Microsoft Word format and PDF format. Maps, datasets, GIS files, survey data, stakeholder registers, and financial models shall be submitted in editable source formats.

18. Standards, References, and Required Alignment

1. World Bank Environmental and Social Framework and Environmental and Social Standards.
2. UBEC Environmental and Social Management Framework, Stakeholder Engagement Plan, Labour Management Procedures, Resettlement and Process Framework, and Environmental and Social Commitment Plan.

3. World Bank Group Environmental, Health and Safety Guidelines, as applicable.
4. National environmental, physical planning, fisheries, maritime, tourism, cultural heritage, labour, occupational health and safety, and waste management legislation of Saint Vincent and the Grenadines.
5. Good International Industry Practice for marine tourism, underwater installations, diving safety, artificial reef-compatible structures, biodiversity protection, and stakeholder engagement.

19. Minimum Contents of Final Feasibility Study

1. Executive Summary
2. Project Background and Rationale
3. Project Concept Validation, Alternatives, and Objectives
4. UBEC Alignment and Blue Economy Rationale
5. Tourism/Market Findings and Site Options Analysis
6. Technical Feasibility Assessment, including Vessel Suitability and Alternative Configurations
7. Marine and Coastal Design, Visitor Access, and Safety Considerations
8. Concept/Scale Implications of the Tourism and Market Demand Assessment
9. Financial and Economic Analysis
10. Institutional and Management Model
11. Legal and Permitting Review
12. Climate and Disaster Risk Screening
13. Environmental and Social Risk Summary, including ESS6 Critical Habitat Findings where applicable
14. Cost Estimates
15. Implementation Plan
16. Operations and Maintenance Plan
17. Risk Matrix
18. Conclusions and Recommendations
19. Annexes

20. Minimum Contents of Final ESIA as stated in the Environmental and Social Standard (ESS) 1 on Assessment and Management of Environmental and Social Risks and Impacts

1. Executive Summary
2. Introduction
3. Project Description
4. Policy, Legal, and Institutional Framework
5. World Bank ESF Applicability and Gap Analysis
6. Methodology
7. Environmental and Social Baseline
8. Analysis of Alternatives

9. Stakeholder Consultation Summary
10. Environmental and Social Impact Assessment
11. Cumulative Impact Assessment
12. Climate and Disaster Risk Assessment
13. Mitigation Measures
14. Environmental and Social Management Plan
15. Monitoring Plan
16. Institutional Arrangements
17. Capacity-Building Plan
18. Budget
19. Subproject Grievance Mechanism
20. Conclusions and Recommendations
21. Annexes

21. No-Objection Readiness Checklist

Requirement	Status / reference
Clear project description and location maps	
Site screening and alternatives analysis, including no-project option	
National legal and permitting review	
World Bank ESF applicability table and gap analysis	
Site-specific marine biodiversity baseline, habitat mapping, ESS6 habitat classification, and critical habitat assessment where applicable	
Social, livelihood, and marine user baseline	
Cultural heritage screening and Chance Finds Procedure	
Site-specific Stakeholder Consultation Plan aligned with UBEC SEP and consultation report	
ESMP with mitigation measures, monitoring, budget, and responsibilities	
Subproject GM arrangements aligned with the UBEC Project GRM	
Labour, OHS, diver safety, contractor requirements, and dedicated worker GM channels	
Community health and safety and visitor safety measures integrated in the ESMP, with stand-alone plan only if warranted	
Marine traffic, navigation, and emergency response measures	
Climate and disaster risk assessment	

Requirement	Status / reference
Institutional arrangements and capacity-building plan	
Disclosure-ready non-technical summary	

22. Suggested Evaluation Criteria

Criteria	Weight
Corporate experience of the consulting firm in feasibility studies and ESIAs for marine, coastal, tourism, blue economy, or biodiversity-sensitive projects	25%
Demonstrated corporate and team experience with World Bank ESF, ESS requirements, and IFI safeguard/environmental and social due diligence processes	20%
Technical methodology, work plan, sequencing, and understanding of assignment	25%
Qualifications, availability, and relevant experience of proposed key experts	20%
Experience in stakeholder engagement and community-based marine/tourism projects	10%
Total technical evaluation score	100%

The financial proposal shall be evaluated separately in accordance with the procurement documents and the applicable QCBS methodology; cost is therefore not included as a technical evaluation criterion.

23. Suggested Payment Schedule

Milestone	Payment
Approval of Inception Report	10%
Approval of Market, Concept Validation, Site Screening and Options Analysis Report	15%
Submission of Draft Feasibility Study	15%
Submission of Draft ESIA, ESMP, Consultation Plan, and Subproject GM Arrangements	25%
Completion of stakeholder consultations and Stakeholder Consultation Report	10%
Approval of Final Feasibility Study	10%
Approval of Final ESIA package	15%

24. Final No-Objection Clause

The consulting firm shall ensure that all deliverables are prepared in accordance with the World Bank Environmental and Social Framework, the UBEC Environmental and Social Management Framework, the UBEC Stakeholder Engagement Plan, the UBEC Labour Management Procedures, the Resettlement and Process Framework, the Environmental and Social Commitment Plan, and applicable national legislation. All deliverables shall be revised to address comments from the UBEC Project Implementation Unit, relevant national agencies, stakeholders, and the World Bank. The final Feasibility Study and ESIA package shall be prepared to a standard suitable for World Bank review and no-objection. Detailed design, procurement of museum works, vessel preparation/installation, construction, and implementation are outside the scope of this assignment and would be addressed, if approved, under a subsequent project phase.