



## **Government of Saint Vincent and the Grenadines**

### **Unleashing the Blue Economy of the Caribbean Project (UBEC)**

## **TERMS OF REFERENCE**

**SVGUBEC-C-QCBS-8**

### **Site Assessment, Design, and Supervision of Upgrading Investments in Harvest and Post-Harvest Fisheries Infrastructure: Calliaqua Fisheries Centre**

| <b>Item</b>        | <b>Details</b>                                                                                                                                            |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project            | Unleashing the Blue Economy in the Caribbean Project (UBEC) – Saint Vincent and the Grenadines                                                            |
| Financing          | World Bank / International Development Association                                                                                                        |
| Loan/Credit No.    | Credit No. 7089-VC                                                                                                                                        |
| Client             | UBEC Project Implementation Unit, Government of Saint Vincent and the Grenadines                                                                          |
| Assignment         | <b>Site Assessment, Design, and Supervision of Upgrading Investments in Harvest and Post-Harvest Fisheries Infrastructure: Calliaqua Fisheries Centre</b> |
| Procurement Method | Individual Consultant Selection                                                                                                                           |
| Reference No.      | <b>SVGUBEC-C-QCBS-8</b>                                                                                                                                   |
| Date               | 8 September 2026                                                                                                                                          |

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| <b>Location</b>            | Calliaqua, St. Vincent and the Grenadines (SVG)                                |
| <b>Contract Reference</b>  | SVGUBEC-C-QCBS-8                                                               |
| <b>Phase 1 Duration</b>    | 3 months                                                                       |
| <b>Phase 2 Duration</b>    | To be determined at Decision Gate activation (est. 6–9 months)                 |
| <b>Phase 2 Status</b>      | Conditional — subject to Decision Gate clearance and written PIU authorisation |
| <b>Expected Start Date</b> | To be determined                                                               |
| <b>Reporting Authority</b> | Chief Fisheries Officer (or designate) and UBEC National Project Manager       |

## 1. Background

The fisheries sector is a vital contributor to food security and employment in St. Vincent and the Grenadines (SVG). Primarily small-scale in nature, the sector relies on traditional fishing gear, methods, and vessels. Inshore pelagic species, including tuna and mackerel, constitute approximately 45% of annual landings, along with lobster and conch. Small-scale fisheries play a crucial role in sustaining livelihoods, ensuring food security, and contributing to the cultural and economic well-being of coastal communities.

The Unleashing the Blue Economy of the Caribbean (UBEC) project, financed by the World Bank, aims to strengthen the enabling environment for a sustainable blue economy and enhance the resilience of fisheries sectors in Grenada, Saint Lucia, and SVG. In SVG, project investments include the rehabilitation of landing sites and market infrastructure to improve phytosanitary standards, alongside capacity-building initiatives for improved management and economic viability.

Since 1987, with the support of Japanese grant aid, SVG has developed several fisheries landing sites, including those at Kingstown, Calliaqua, Chateaubelair, Barrouallie, Owia, Bequia, Canouan, and Union Island. The Calliaqua Fisheries Centre, constructed with Japanese support in 1998, includes a pile-supported jetty, an ice plant, cold storage, a fish handling area, retail shops, and fishermen's lockers. The facility serves over 120 fisherfolk and is managed by the SVG Fisheries Services.

Over time, a recurring cycle of infrastructure and equipment degradation has affected the facility. Successive assessments have identified the following as the principal drivers of this deterioration:

- Limited institutional capacity to manage, operate, and maintain facilities and equipment on a sustained basis.
- Ineffective cost recovery mechanisms and inconsistent provision of services to facility users.
- Frequent changes in site management with insufficient attention to operational continuity and recurrent expenditure planning.

- Absence of a dedicated, institutionally secured recurrent budget line item for annual maintenance, repair, and replacement of ageing equipment.
- Chronic unavailability of spare parts for aging machinery, compounded by high operational costs.
- Non-compliance with sanitary and hygiene regulations due to inadequate waste management facilities.

The recurrence of these failures across successive management cycles indicates that physical rehabilitation alone, without addressing the root causes of deterioration, is unlikely to produce a sustainable improvement in landing site performance. To develop a more robust and sustainable approach to the rehabilitation of the Calliaqua Fisheries Centre, the UBEC Project seeks the services of a qualified engineering firm to conduct a rigorous assessment of the site's physical infrastructure and management arrangements, and to provide evidence-based recommendations to the PIU and the SVG Fisheries Service on the scope, prioritisation, and financial sustainability of proposed rehabilitation works and associated capacity-building measures. Subject to a formal decision by the PIU to proceed, the firm will subsequently provide design and construction supervision services for approved works.

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## **2. Objective of the Assignment**

The primary objective of this assignment is to provide the Government of SVG and the UBEC Project Implementation Unit (PIU) with the technical, financial, and operational evidence base required to make sound, sustainable investment decisions for the Calliaqua Fisheries Centre and, based on these decisions, to execute detailed design and construction supervision to the standard required for a durable, well-maintained public fisheries asset.

The assignment is structured in two sequential phases separated by a mandatory Decision Gate. Phase 1 generates the evidence; the Decision Gate ensures that evidence is formally reviewed and that preconditions for a sustainable investment are met before Phase 2 is authorised. The duration and fee for Phase 2 will be confirmed in writing by the PIU at the point of Decision Gate clearance.

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## **3. Scope of Services**

### **Phase 1 — Site Assessment & Investment Analysis (2 Months)**

Phase 1 shall be completed within a 3-month period from the date of contract commencement. The consultant shall not initiate any design work, prepare any technical specifications, or produce any procurement documentation during Phase 1. The scope is limited to the following tasks:

#### **Task 1: Inception and Stakeholder Engagement**

- Conduct a structured literature review of all relevant reports, studies, and historical operational records for the Calliaqua Fisheries Centre, including original design documentation for the 1998 pile-supported jetty.
- Review fish landing data, revenue records, maintenance histories, and management arrangements at the facility.
- Convene an inception workshop with key stakeholders, including the Fisheries Services, facility users (fisherfolk, vendors), the Ministry of Finance, and the UBEC PIU.
- Prepare an inception report confirming the assignment methodology, work plan, data gaps, and schedule.

**Deliverable 1:** Inception workshop report and costed assignment work plan, submitted within two (2) weeks of contract signing.

### **Task 2: Root Cause Analysis and Operational Failure Assessment**

This task is central to the purpose of the assignment. The consultant shall conduct a rigorous assessment of the historical causes of facility deterioration, equipment failure, and service breakdown at the Calliaqua Fisheries Centre. The analysis shall explicitly address:

- The structural and institutional factors that have driven the recurring cycle of infrastructure degradation, with specific reference to the absence of an institutionally secured recurrent budget for maintenance and repair.
- Mismanagement and cost recovery failures, including the track record of fee collection, service pricing, and revenue generation at the facility.
- Deficiencies in operational Standard Operating Procedures (SOPs) and their contribution to non-compliance with sanitary and hygiene regulations.
- The condition of the 1998 pile-supported jetty, including a structural assessment of the pile foundation system, deck, and fender arrangement, with reference to the original Japanese-supported design documentation where available.
- Facility deterioration and equipment failure patterns for the building structures, ice plant, cold storage, and associated machinery, including an assessment of spare parts availability and the adequacy of historical maintenance regimes.

The root cause analysis shall conclude with a set of specific, actionable recommendations, including draft SOPs for operational management, maintenance scheduling, and cost recovery. These recommendations shall inform the sustainability preconditions evaluated at the Decision Gate.

**Deliverable 2:** Root cause analysis report with recommendations for operations, maintenance management, and draft Standard Operating Procedures (SOPs), submitted by end of Month 1.

### **Task 3: Site Assessment, Costing, and Investment Feasibility**

The consultant shall conduct a comprehensive site assessment and investment feasibility analysis, comprising the following elements:

- **Owner and User Requirements:** Evaluate existing conditions, services, and operational capacity at the facility. Assess current and future needs of the Fisheries Services, fisherfolk, and other facility users, including requirements for cold storage, ice supply, fish handling, sanitation, and retail services.
- **Structural and Technical Assessment:** Conduct a detailed inspection of all facility components, including the pile-supported jetty, ice plant, cold storage, fish handling area, retail spaces, and utilities. Assess the structural integrity of the 1998 jetty, including an evaluation of pile corrosion, deck deterioration, and load capacity relative to current and anticipated operational demands.
- **Climate Resilience and Energy Assessment:** Assess the feasibility and indicative cost of integrating solar power and energy-efficient equipment to reduce operating costs and improve climate resilience.
- **Comprehensive Cost Estimation:** Prepare indicative cost estimates for the full scope of rehabilitation works, equipment procurement, and capacity-building activities. Estimates shall identify cost uncertainties, contingency allowances, and a recommended priority sequencing of works relative to available budget. Annual recurrent costs for maintenance, repair, utility services, and equipment replacement shall be estimated for each rehabilitation scenario considered.
- **Sustainable Financing Assessment:** Assess annual fish landings and revenue data, the cost of services currently offered, and the potential for cost recovery from facility users. Recommend a cost-recovery structure, including an indicative phased framework under which the level of financial contribution from facility users increases progressively over time as service quality improves and operational confidence is established.

**Deliverable 3:** Integrated Phase 1 Final Report comprising: (i) owner/user requirements assessment; (ii) facility inspection and structural assessment report; (iii) indicative cost estimates for all rehabilitation scenarios; (iv) annual recurrent cost estimates; (v) sustainable financing and cost-recovery assessment; and (vi) a site-by-site investment recommendation for each proposed intervention including any preconditions to be put in place prior to commencement of construction. Submitted by end of Month 3.

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## 4. Decision Gate — Stop-Work Period

### MANDATORY DECISION GATE

This Decision Gate is an administrative and financial quality control checkpoint. It is positioned immediately following submission and acceptance of Deliverable 3 (Phase 1 Final Report). No Phase 2 activity — including design work, preparation of technical specifications, or procurement documentation — may be initiated until all preconditions set out in this section have been addressed and written authorisation has been issued by the PIU. The decision should be made within fifteen (15) days of receiving Deliverable 3.

### Purpose of the Decision Gate

The Decision Gate is designed to break the historical cycle of rapid facility and equipment degradation at the Calliaqua Fisheries Centre. Rehabilitation works need to produce durable improvements in facility performance, primarily because investment decisions have been made without adequate verification of:

(i) the availability and adequacy of development funding for capital works; (ii) the establishment of an adequate recurrent budget for ongoing maintenance and repair; and (iii) the commitment of facility users and the Fisheries Division to a structured cost-recovery framework. This gate ensures that these preconditions are verifiably met before any construction expenditure is committed.

#### **Preconditions for Gate Clearance**

The following preconditions must all be satisfied before Phase 2 may be authorised:

- a. **Capital Expenditure Verification:** The PIU and the Fisheries Division must jointly review and formally verify that the total estimated capital expenditure identified in Deliverable 3 is consistent with available UBEC project development funds. Where estimates exceed available funds, a prioritised, reduced scope of works shall be agreed in writing before Phase 2 proceeds.
  - b. **Secured Recurrent Budget Confirmation:** The Ministry of Finance, in consultation with the Fisheries Division, must provide formal, documented confirmation that a dedicated recurrent budget line item has been approved and secured to fully cover the annual maintenance, repair, equipment servicing, and utility costs identified in Deliverable 3. A letter of confirmation from the Ministry of Finance, endorsed by the Chief Fisheries Officer, shall be required. No oral or informal assurances shall be deemed sufficient to satisfy this precondition.
  - c. **Cost-Recovery Framework Validation:** The Fisheries Division must formally validate the indicative phased cost-recovery structure recommended in Deliverable 3, confirming its acceptance as the basis for facility fee-setting and user contribution arrangements post-rehabilitation. This validation shall aim to include written endorsement by facility user representatives and approval by the Ministry.
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## 5. Phase 2 — Design, Procurement Support & Construction Supervision

Phase 2 services shall be provided exclusively for interventions formally approved at the Decision Gate. The consultant shall not commence any Phase 2 activity without written authorisation from the PIU. The scope and fee for Phase 2 shall be confirmed at the point of activation and shall reflect only the approved scope of works.

### Task 4: Design Drawings, Technical Specifications, and Final Cost Estimates

- Prepare detailed design drawings and technical specifications for all approved infrastructure works, including structural, civil, mechanical, electrical, and services elements as required.
- Prepare final Bills of Quantities and cost estimates, based on current local and regional market rates and incorporating appropriate contingency allowances.
- Finalize the solar power integration design and associated energy system specifications.
- Incorporate climate resilience measures into all designs, with explicit reference to applicable design standards for coastal and marine works.
- Recommend a phased programme of training and capacity-building activities for Fisheries Service staff and facility management personnel.

**Deliverable 4:** Facility inspection drawings, detailed design drawing sets, technical specifications, final Bills of Quantities, and project implementation timeline.

### Task 5: Presentation of Findings and Stakeholder Consultation

- Present the design programme, cost estimates, and proposed cost-recovery arrangements to the Ministry of Finance, Fisheries Division, and key stakeholders.
- Gather and incorporate feedback on infrastructure investments and cost-recovery strategies into final documentation.

**Deliverable 5:** Summary report on approved investments, design rationale, and confirmed cost-recovery arrangements.

### Task 6: Procurement Documentation

- Prepare complete procurement documentation for approved works, including technical specifications, contract conditions, and tender evaluation criteria, in compliance with World Bank procurement regulations.
- Respond to technical queries from prospective bidders during the tender period.
- Review contractor bids for technical compliance and provide written technical recommendations to the PIU to support contractor selection.

**Deliverable 6:** Final technical specifications and complete tender/procurement documentation package.

### Task 7: Construction Supervision

- Provide professional construction supervision for all approved works, ensuring compliance with approved designs, specifications, and contract conditions.
- Monitor quality of workmanship, materials, timelines, and occupational health and safety practices at all times.
- Conduct regular site meetings, maintain site records, and prepare monthly progress reports for submission to the PIU.
- Certify completed works and assist with final inspections, commissioning, and handover to the Fisheries Division.
- Prepare as-built drawings for all completed works and submit as part of the final handover documentation.
- Prepare a site-specific maintenance manual and indicative annual maintenance schedule as a condition of project handover.

**Deliverable 7:** Monthly construction supervision progress reports; as-built drawings; maintenance manual and annual maintenance schedule.

### Task 8: Final Report

- Compile a final report incorporating an executive summary, a narrative account of the full assignment, technical annexes with completed designs and as-built drawings, and a lessons-learned note for future fisheries infrastructure investments in SVG.

**Deliverable 8:** Final technical report with executive summary and full technical annexes.

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## 6. Deliverable Matrix and Schedule

The following matrix sets out the full deliverable schedule. Deliverables 1–3 fall within the Phase 1 window. The Decision Gate is a mandatory milestone between Phase 1 and Phase 2. Deliverables 4–8 are conditional Phase 2 outputs that cannot be initiated without written PIU authorisation following Decision Gate clearance.

| #  | Phase   | Deliverable                                                                                                                  | Due     | Gate? |
|----|---------|------------------------------------------------------------------------------------------------------------------------------|---------|-------|
| D1 | Phase 1 | Inception workshop report and costed assignment work plan                                                                    | Week 2  | No    |
| D2 | Phase 1 | Root cause analysis report with SOPs and operational recommendations                                                         | Month 1 | No    |
| D3 | Phase 1 | Phase 1 Final Report: site assessment, feasibility, cost estimates, recurrent cost estimates, and investment recommendations | Month 3 | No    |



| —  | GATE    | DECISION GATE — PIU review of Phase 1 findings; formal go/no-go decision per site; written authorisation required before Phase 2 proceeds | Within 20 working days of D3 acceptance | GATE |
|----|---------|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|------|
| D4 | Phase 2 | Design drawings, technical specifications, Bills of Quantities, and project timeline (conditional — approved scope only)                  | Month 2 post-activation                 | Yes  |
| D5 | Phase 2 | Summary report on approved investments and confirmed cost-recovery arrangements                                                           | Month 2 post-activation                 | Yes  |
| D6 | Phase 2 | Final technical specifications and complete tender/procurement documentation package                                                      | Month 3 post-activation                 | Yes  |
| D7 | Phase 2 | Monthly construction supervision reports; as-built drawings; maintenance manual and annual maintenance schedule                           | During & on completion of works         | Yes  |
| D8 | Phase 2 | Final technical report with executive summary and full technical annexes                                                                  | On completion of all works              | Yes  |

|      |                                                                                                                                                                                                                                                                                     |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| NOTE | All Phase 2 deliverable timelines are indicative and will be confirmed at the point of Decision Gate activation, reflecting the approved scope of works. Timelines for Phase 2 deliverables are counted from the date of written PIU authorisation, not from contract commencement. |
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## 8. Qualifications and Experience

The consultant (individual or firm) shall demonstrate the following qualifications and experience. For a consulting firm, the specified profiles must be filled by named key personnel. All key personnel must be available for the full duration of the phase(s) to which they are assigned.

### 8.1 Academic Qualifications

- A Master's degree (or equivalent) in Civil Engineering, Structural Engineering, Marine Engineering, Coastal Engineering, or a related field; or
- A Bachelor's degree in the above fields with significant and directly relevant professional experience, which may be considered at the evaluators' discretion.
- Additional certification or training in project management, fisheries infrastructure development, or sustainable coastal engineering would be an asset.

## 8.2 Professional Experience

- A minimum of eight (8) years of professional experience in infrastructure planning, engineering design, and cost estimation, with a demonstrated focus on marine, coastal, or fisheries-related infrastructure.
- Demonstrated experience in the rehabilitation and modernisation of fisheries landing sites, small-scale port facilities, or comparable marine/coastal infrastructure.
- Experience with pile-supported jetty inspection, structural assessment, and rehabilitation design, including evaluation of pile corrosion and deck deterioration in marine environments.
- Experience working on donor-funded projects (including World Bank, FAO, or regional development banks) with demonstrated knowledge of applicable procurement and reporting requirements.
- Experience in conducting root cause analyses, feasibility studies, and capacity needs assessments for fisheries infrastructure and operations.
- Familiarity with HACCP standards and sanitary and hygiene requirements for seafood handling, processing, and storage infrastructure.
- Experience in the design of sustainable financing and cost-recovery mechanisms for public fisheries or coastal infrastructure.

## 8.3 Technical Skills and Expertise

- Strong knowledge of marine and coastal engineering principles, including pile-supported structures, cold storage systems, and fish handling infrastructure.
- Demonstrated ability to conduct risk assessments, cost-benefit analyses, and recurrent cost modelling for public infrastructure investments.
- Proficiency in technical specification writing, Bills of Materials preparation, and procurement documentation for infrastructure works.
- Proficiency in relevant design and site planning software.
- Demonstrated understanding of renewable energy integration, including solar power systems for fisheries infrastructure, and associated cost-reduction modelling.

## 8.4 Stakeholder Engagement and Capacity Building

- Demonstrated experience engaging with fisherfolk communities, cooperatives, and local government agencies to ensure inclusive infrastructure planning.
- Experience facilitating workshops, training sessions, and stakeholder consultations for operational and financial sustainability strategy development.
- Ability to assess and recommend institutional capacity-building programmes for fisheries landing site management.

## 8.5 Regional and Sectoral Knowledge

- Demonstrated experience working in Caribbean small island developing states (SIDS) or other developing coastal nations with comparable fisheries infrastructure challenges.
  - Knowledge of SVG's fisheries policies, governance frameworks, and coastal development regulations would be a significant advantage.
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## 9. Reporting, Coordination, and Governance

- The consultant shall report to the UBEC National Project Manager, who shall serve as the primary administrative point of contact and decision authority for day-to-day matters, and to the Chief Fisheries Officer (or their designate) on all technical matters.
  - The UBEC National Project Manager shall be copied on all formal submissions and shall be the primary point of contact for contract and procurement matters.
  - All key deliverables shall be submitted for formal review and approval. The PIU shall provide written feedback within fifteen (15) working days of submission.
  - Regular coordination meetings shall be held as required, with a minimum of one (1) formal meeting per month during active phases of the assignment.
  - All reports and documentation produced under this assignment, including all digital design files, CAD drawings, survey data, and associated datasets, shall become the property of the Government of SVG and cannot be published without permission. All digital files shall be submitted in editable format as part of the relevant deliverable.
  - Confidentiality of all project information shall be maintained throughout the assignment and indefinitely.
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