



TNSHORE



TAMILNADU COASTAL RESTORATION MISSION

**TAMIL NADU SUSTAINABLY HARNESSING OCEAN RESOURCES AND
BLUE ECONOMY (TN-SHORE) PROJECT**
Environment, Climate Change & Forest Department,
Government of Tamil Nadu

World Bank Procurement - E&S - Quick Guide for
Project Executing Agencies

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TAMIL NADU SUSTAINABLY HARNESSING OCEAN RESOURCES AND BLUE ECONOMY
(TN-SHORE) PROJECT**

World Bank Procurement – E&S – Quick Guide for Project Executing Agencies

PART – I: World Bank Procurement Quick Guide for Project Executing Agencies

How to Use This Handbook

This Pocket Guide has been prepared as a quick reference for officials of the Project Executing Agencies (PEAs) involved in procurement under the TN SHORE Project.

The guide summarises the key procurement concepts, procedures, and good practices covered during the World Bank Procurement Training. It is intended to support PEAs in planning, conducting, and managing procurement activities in accordance with the applicable World Bank procurement requirements.

This handbook is not a substitute for the World Bank Procurement Regulations for IPF Borrowers, the Loan Agreement, the Project Implementation Plan (PIP), the approved Procurement Plan, or the applicable procurement and contract documents. In the event of any inconsistency, those documents shall prevail.

Important Note: This guide is intended to assist PEAs in the day-to-day implementation of procurement activities. For clarification on procurement procedures, selection methods, STEP processing, or any matter not covered in this handbook, PEAs should consult the TN SHORE State Project Monitoring Unit (SPMU) before proceeding.

TN-SHORE Project Overview

1. Background

Tamil Nadu Sustainably Harnessing Ocean Resources and Blue Economy (TN SHORE) is a Government of Tamil Nadu flagship initiative to build long-term resilience in coastal communities and ecosystems while advancing the state's blue economy. Tamil Nadu's 1,069 km coastline spans 14 coastal districts and supports fishing harbours, ports, tourism, industry, and globally significant biodiversity (coral reefs, mangroves, seagrass meadows) — all under escalating threat from shoreline erosion, storm surges, sea-level rise, and plastic pollution.

The project aligns with the CRZ Notification 2019, National Coastal Mission, and SAPCC 2.0, and contributes to India's NDCs, SDGs 13/14/15, and the Paris Agreement. It is structured as Phase I of the World Bank's Multiphase Programmatic Approach (MPA) for coastal resilience, jointly proposed with Karnataka, and is intended as a national model for replication in later phases.

2. Project Development Objective (PDO)

Increase coastal protection and conservation, enhance livelihood benefits, and reduce marine plastic pollution in targeted coastal communities of Tamil Nadu.

3. Cost & Financing

Source	₹ Crore	Share
World Bank (IBRD Loan)	1,172.5	70%
GoTN Counterpart Funding	502.5	30%
Total	1,675.0	100%

Implementation period: **FY 2025–2030** (~US\$212.6 million equivalent).

4. Project Components

S.No.	Component	Outlay (₹ cr)	Key Activities
1	Strengthening Institutions for ICZM	206.0	ICZMPs, CVCA/IMP plans, ecosystem monitoring, blue carbon accounting, capacity building, Centres of Excellence (Dugong, Turtle, Wetlands, Birds, Mangrove)
2	Shoreline Management Coastal Protection & Conservation	1,095.0	Mangrove/seagrass/coral restoration, bio-shields, artificial reefs, island protection (e.g. Kariyachalli), erosion control — largest component
3	Livelihoods for Resource-Dependent Communities	228.0	Blue Flag beaches, eco-tourism, skilling & enterprise promotion, SHG/EDC community grants, fisheries/tourism infrastructure
4	Marine Pollution & Plastic Circularity	220.0	Meendum Manjapai campaign, Material Recovery Facilities, waste transport & interception devices, Ennore Creek restoration

5	Project Management	83.0	SPMU operationalization under TNGCC, technical/procurement/FM/E&S experts, M&E systems, grievance redress, third-party audits
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5. Alignment with Results Framework

PDO Indicator	Related Components
Seascapes under enhanced conservation/management (ha)	1, 2
People with reduced exposure to climatic risk & pollution	2, 4
Beneficiaries employed through project interventions	1, 2, 3, 4
Plastic waste collected/diverted/recycled	4
Beneficiary satisfaction	All

6. Implementation Arrangements

- **Nodal Agency / SPMU:** Tamil Nadu Green Climate Company (TNGCC), under Dept. of Environment, Climate Change & Forests — a Section 8 company also implementing TN Climate Change Mission, Green TN Mission, and TN Wetlands Mission. Headed by Additional Chief Secretary; Board includes Secretaries of Finance, Planning, Water Resources, Energy, Urban Development.
- **State Oversight:** High-Powered Steering Committee (HPSC), chaired by Chief Secretary — approves annual action plans/budgets, resolves inter-agency issues, ensures convergence with other schemes.
- **Project Executing Agencies (PEAs):** PCCF/HoFF (biodiversity, mangroves, blue carbon), Chief Wildlife Warden (species/habitat conservation), DoECC (ICZM, shoreline planning, Blue Flag beaches), TNPCB (plastic circularity, Ennore restoration), MAWS (Blue Flag beaches), TN Wetland Mission (mapping/restoration), Rural & Urban Development Depts. (livelihood infra, MRFs), GoMBRT (community livelihoods). Each PEA handles procurement, FM, safeguards, and technical delivery within its domain.
- **SPMU Core Team:** Chief Mission Director, Mission Director, Procurement & Finance Specialists, E&S Experts, Infrastructure Specialist Manager, Technical Officer, Environmental Planner — supported by consultancy and third-party monitoring agencies.
- **M&E:** Results framework aligned to WB PAD (PDO + IR indicators), geospatial/remote-sensing monitoring, MIS Tracker platform, biennial perception surveys, third-party impact evaluations. Reporting: quarterly to World Bank, annually to HPSC.

7. Financial Management & Disbursement

- **Budget Heads:** 5425-00-208-PA-41601 (Ecology & Environment) and 4406-01-101-PC-41601 (Forest Conservation) — both under capital expenditure, integrated with Treasury/SNA via TNPFTS.
- **Fund Flow:** GoTN pre-funds approved work plans → SPMU submits quarterly Interim Unaudited Financial Reports (IUFRs) → World Bank reimburses the SNA account.
- **Systems:** TALLY ERP-based accounting at SPMU and PEAs; dedicated Chartered Accountant as finance officer; FM Manual submitted to WB; internal audit via empanelled CA firm; annual statutory audit submitted to WB within 9 months of year-close. Aligned with GoI's PFMS and WB fiduciary policies.

8. Project Readiness

Key Government Orders issued to date:

G.O.	Date	Purpose
(Ms) No. 11	10.01.2024	Implementation framework sanction
(Ms) No. 160	19.09.2024	Sanction for 9 priority activities — met DEA's 30% civil works readiness requirement
(Ms) No. 70	08.05.2025	Annual Action Plan 2024–25 approval
(Ms) No. 130	14.07.2025	Blue Flag certification for 6 beaches
(Ms) No. 109	24.06.2025	Trash boom barriers for river-line plastic pollution
(Ms) No. 114	30.06.2025	MRFs in Chennai, Thoothukudi, Ramanathapuram
(Ms) No. 122	07.07.2025	Discarded Fishnet Collection Centres in 14 districts

All Environmental & Social Framework (ESF) safeguards documents completed, WB-cleared, and publicly disclosed on the TNGCC website.

9. Targets by June 2031

Indicator	Target
Seascapes under conservation/management	10,000 ha
People with reduced climate/pollution risk exposure	55,000
Beneficiaries employed	40,000
Plastic waste removed/recycled	6,000 metric tons
Beneficiary satisfaction	75%

10. Expected Impact

TN SHORE aims to shift Tamil Nadu from reactive coastal protection to proactive, integrated, participatory coastal governance — building blue carbon and biodiversity gains, diversified coastal livelihoods, reduced ocean plastic leakage, and six planned Centres of Excellence (Dugong, Wetlands, Turtle, Birds, Biodiversity Conservation Park) positioning Tamil Nadu as a national hub for marine conservation research and a replicable model for other coastal states under later MPA phases.

1. Introduction & Overview

1.1 What is World Bank Procurement?

Procurement is the strategic process of acquiring the goods, works, and services an organisation needs to operate.

In a World Bank-financed project, procurement is the process by which the borrowing country uses World Bank financing to purchase Goods, Works, Non-Consulting Services, and Consulting Services for the project.

The World Bank does not make these purchases itself. It regulates and oversees the borrower-led tendering process to ensure fairness, transparency, and value for money.

1.2 Seven Principles of World Bank Procurement

World Bank procurement is guided by 7 (seven) core principles:

Principle	Key Message
Value for Money	Obtain the optimum combination of quality, cost and sustainability over the life cycle.
Economy	Use project funds prudently and efficiently.
Integrity	Prevent fraud, corruption and conflicts of interest.
Fit for Purpose	Select procurement arrangements appropriate to the project's needs and risks.
Efficiency	Complete procurement in a timely and effective manner.
Transparency	Ensure openness, clear documentation and fair disclosure throughout the procurement process.
Fairness	Provide equal opportunity and impartial treatment to all eligible bidders and consultants.

1.3 Governing Regulation

Procurement under the **TN SHORE Project** shall be carried out in accordance with the following:

- **World Bank Procurement Regulations for IPF Borrowers, 7th Edition (September 2025):** This is the primary procurement framework applicable to the TN SHORE Project. The edition agreed at the time of signing the Loan Agreement shall remain applicable throughout the project implementation period.
- **Project Implementation Plan (PIP):** Procurement activities shall also be implemented in accordance with the approved TN SHORE Project Implementation Plan (PIP) and other project-specific procurement arrangements.
- **Tamil Nadu Transparency in Tenders Act, 1998:** Under Section 15 of the Act, externally aided projects are exempt from its provisions. Accordingly, in the event of any inconsistency, the World Bank Procurement Regulations shall prevail.
- The World Bank Procurement Regulations apply to all procurement financed under the Project, including:
 - Goods
 - Works
 - Non-Consulting Services
 - Consulting Services

Important Note: The World Bank Procurement Regulations, together with the Loan Agreement, approved Procurement Plan, and applicable Procurement Documents, form the governing framework for procurement under the TN SHORE Project.

1.4 Why Must PEAs Follow WB Procurement Regulations?

The TN SHORE Project is financed through a loan from the World Bank and the Government of Tamil Nadu. Accordingly, all procurement financed under the Project shall be carried out in accordance with the World Bank Procurement Regulations for IPF Borrowers and the applicable provisions of the Loan Agreement.

Strict compliance with the World Bank Procurement Regulations is essential to:

- Ensure that project expenditures remain eligible for World Bank financing.
- Maintain compliance with the agreed fiduciary, procurement, and governance requirements of the Project.
- Avoid procurement deviations, which may result in expenditure being declared ineligible for reimbursement or recovery of previously reimbursed amounts, in accordance with the provisions of the Financing Agreement.
- Support timely implementation and contribute to the overall procurement and project performance.

Important Note: Procurement compliance is a shared responsibility of all implementing agencies. Adherence to the World Bank Procurement Regulations and approved procurement procedures helps ensure transparency, accountability, value for money, and successful implementation of the TN SHORE Project.

1.5 STEP Portal — An Overview

STEP (Systematic Tracking of Exchanges in Procurement) is the World Bank's online procurement management system used for planning, review, approval, monitoring, and record management of procurement activities under the TN SHORE Project.

STEP is used to:

- Plan procurement activities included in the Procurement Plan.
- Obtain World Bank No-Objection for prior review procurement activities.
- Monitor the progress and status of procurement activities.
- Maintain a complete electronic record of procurement communications and approvals.
- Track contract implementation through the Contract Management Module (CMM).

Certain procurement activities may not require processing through STEP. PEAs should consult the SPMU to determine whether a procurement activity requires STEP processing and/or World Bank No-Objection before initiating the procurement process.

Important Note: Under the TN SHORE Project, the SPMU manages STEP on behalf of all Project Executing Agencies (PEAs). PEAs shall submit the required procurement documents and information to the SPMU for processing through STEP, wherever applicable.

2. Procurement Categories

Under the World Bank Procurement Regulations, procurement is classified into four categories based on the nature of the requirement. Correct classification is the first step in selecting the appropriate procurement method.

Procurement Category	Nature of Requirement	Typical Examples
Goods	Supply of movable items	Equipment, vehicles, computers, furniture
Works	Construction and civil works	Buildings, restoration, plantations, infrastructure
Non-Consulting Services	Measurable operational services	Surveys, testing, logistics, security, maintenance

Consulting Services	Professional advisory services	Design, supervision, studies, audit, training
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Small Procurements under Incremental Operational Cost:

The Loan Agreement permits certain **Incremental Operating Costs** directly associated with project management, implementation, monitoring and administration.

These may include:

- Office rent and utilities
- Office supplies and stationery
- Printing and communication
- Travel and boarding expenses
- Vehicle operation and maintenance
- Insurance and bank charges
- Other approved project operating expenses

Important Note: Certain procurement activities under this category may not require processing through **STEP**, subject to the provisions of the Loan Agreement and guidance issued by the SPMU.

Practical Tip for PEAs: PEAs shall exercise due diligence while classifying expenditure under **Incremental Operating Costs**. Any uncertainty regarding the eligibility of an expenditure or the applicable procurement procedure should be referred to the SPMU before the expenditure is incurred or booked.

3. Selection Methods & Market Approach

The World Bank Procurement Regulations prescribe different selection methods depending on the procurement category, complexity, value, and market conditions.

3.1 Request for Bids (RFB)

Applicable for: Goods, Works and Non-Consulting Services

The Request for Bids (RFB) is the most commonly used procurement method where the Employer can clearly define the technical requirements.

Suitable when

- Technical specifications, drawings, BOQ and scope are finalised.
- Adequate competition is expected.
- Evaluation is based on the criteria specified in the bidding document.

Market Approach

- Open Competition
- Limited Competition (with justification)
- National or International Market

Without the prior approval of the World Bank, Financial Negotiation is not permitted.

Important Note: RFB is **NOT** applicable for Consulting Services.

3.2 Request for Quotations (RFQ)

Applicable for: Goods, Works and Non-Consulting Services

RFQ is a simplified procurement method used for **low-value and readily available Goods, simple Works and Non-Consulting Services**.

Key Features

- Quotations are obtained from multiple qualified suppliers/contractors.
- Suitable for simple and standard requirements.
- Selection is based on the lowest evaluated responsive quotation.

Market Approach

- Normally Limited Competition
- Open approach may be adopted where appropriate.

Financial Negotiation is not permitted.

Important Note: RFQ shall **NOT** be used for Consulting Services.

3.3 Request for Proposals (RFP)

Applicable for: Consulting Services.

The **Request for Proposals (RFP)** is used where professional expertise and technical methodology are required.

The RFP includes:

- Terms of Reference (ToR)
- Evaluation Criteria
- Proposal Submission Requirements
- Draft Contract

Market Approach

- Generally Open Competition
- National or International Market

Technical Negotiation is mandatory in all consulting services and **Financial Negotiation is NOT permitted for QCBS, LCS, FBS**

Important Note: A well-defined **Terms of Reference (ToR)** is essential for obtaining quality proposals.

Consultant Selection Methods

Method	Suitable For
QCBS	Most consulting assignments where quality and cost are both important.
QBS	Highly specialised or complex assignments where quality is the primary consideration.
FBS	Assignments with a fixed and predefined budget.

LCS	Routine or standard assignments with clearly defined outputs.
CQS	Small assignments where consultant qualifications are the primary consideration.
Direct Selection	Exceptional circumstances permitted under the World Bank Procurement Regulations.

3.4 Consultant's Qualification-Based Selection (CQS)

CQS is used for **small consulting assignments** where the consultant's qualifications are the primary basis for selection.

Key Features

- Expressions of Interest (EOIs) are invited from the list of qualified consultants.
- The most qualified consultant is invited through Request of EOI (REOI) to submit a proposal.
- Financial negotiations may be undertaken with the selected consultant.

3.5 Direct Selection (DS)

Direct Selection may be used for **Goods, Works, Non-Consulting Services or Consulting Services** only under circumstances permitted by the World Bank Procurement Regulations.

Key Features

- Requires proper justification.
- Applicable only in exceptional cases.
- World Bank clearance shall be obtained wherever required before proceeding.

Important Note: Direct Selection shall **not** be used merely to avoid competition or reduce procurement time.

Quick Reference

Procurement Category	Preferred Selection Method
Goods	RFB / RFQ / Direct Selection
Works	RFB / RFQ / Direct Selection
Non-Consulting Services	RFB / RFQ / Direct Selection
Consulting Services	RFP (QCBS, QBS, FBS, LCS, CQS) / Direct Selection

4. Procurement Planning

Procurement planning is the process of identifying procurement requirements and determining the most appropriate approach to achieve timely, efficient, and value-for-money procurement. Effective planning helps avoid delays, improves competition, and supports successful project implementation.

Procurement planning shall consider:

- Approved project proposals, administrative approvals and technical sanctions.
- Availability of budget and funding.
- Nature, scope, estimated cost and complexity of the procurement.

- Appropriate procurement category, selection method and market approach.
- Packaging strategy and implementation schedule.
- Selection of suitable procurement and contract documents.
- Market conditions and availability of competition.
- Contract implementation and management capacity.

Important Note: Procurement activities shall be initiated only after they are included in the approved Procurement Plan and all required preparatory activities have been completed.

4.1 Good Procurement Planning Practices

PEAs should ensure that:

- ✓ Procurement requirements are identified well in advance.
- ✓ Technical specifications, drawings and Terms of Reference are complete before initiating procurement.
- ✓ Cost estimates are realistic and based on current market conditions.
- ✓ Procurement packaging supports economy, efficiency and competition.
- ✓ Procurement timelines are aligned with project implementation schedules.
- ✓ Procurement risks are identified and mitigated at the planning stage.

4.2 Practical Tips for PEAs

- Consult the **SPMU** if there is any uncertainty regarding the procurement category, selection method or market approach.
- Submit procurement planning proposals to the **SPMU** in the prescribed format for consolidation into the Project Procurement Plan.
- Ensure that procurement activities are initiated only after confirmation of the applicable World Bank review requirements.

5. World Bank Procurement Review Arrangements

The World Bank adopts two procurement review arrangements depending on the procurement package, value and risk.

Review Type	Description
Prior Review	Procurement documents and key procurement stages are reviewed by the World Bank. The next stage shall be undertaken only after obtaining the Bank's No-Objection, wherever applicable.
Post Review	Procurement is carried out by the implementing agency in accordance with the approved Procurement Plan. The World Bank reviews selected procurement records during implementation support missions or post procurement reviews.

Important Note: The applicable review arrangement for each procurement package is specified in the approved Procurement Plan maintained in STEP.

5.1 Prior Review Thresholds

Procurement Category	Prior Review Threshold*
Goods, IT & Non-Consulting Services	Above US\$ 2 million**
Works	Above US\$ 10 million
Consulting Firms	Above US\$ 1 million
Individual Consultants	Above US\$ 0.3 million

*Subject to the approved Procurement Plan and World Bank requirements.

** US\$ 1 = Rs. 85.67 as per PAD of TN SHORE.

Reference: Procurement thresholds and review arrangements may be revised during project implementation. PEAs shall always refer to the latest **approved Procurement Plan** and consult the **SPMU** before initiating procurement.

5. World Bank Procurement Procedure — Step by Step

Step 1 – Procurement Planning and STEP Clearance

Ensure that:

- ✓ Administrative and financial approvals have been obtained.
- ✓ Technical sanction has been accorded, wherever applicable.
- ✓ DPR, technical specifications, drawings, BOQ or Terms of Reference (ToR) have been finalised.
- ✓ Cost estimates have been approved.
- ✓ Procurement category, selection method and market approach have been determined.
- ✓ Procurement proposal has been submitted to the **SPMU** for inclusion in the Procurement Plan and processing through **STEP**, wherever applicable.

Step 2 – Preparation of Technical Documents

Prepare the procurement documents based on the approved Procurement Plan.

- **Consulting Services:** Finalise the Terms of Reference (ToR).
- **Goods:** Finalise technical specifications.
- **Works:** Finalise drawings, specifications and BOQ.
- **Non-Consulting Services:** Clearly define the scope of services and measurable outputs.
- **Direct Selection:** Prepare the required justification in accordance with the World Bank Procurement Regulations.

Step 3 – Preparation of Procurement Documents

Prepare the applicable procurement document (RFB, RFP or RFQ) using the approved templates.

Ensure that:

- qualification and evaluation criteria are clear, objective and non-restrictive;
- bid submission period is adequate;
- all contractual provisions are complete; and

- draft procurement documents are shared with the **SPMU** for review, wherever applicable.

Step 4 – Invitation of Bids / Proposals

Issue or publish the procurement documents in accordance with the approved market approach.

Where applicable:

- publish procurement notices through the approved e-procurement platform also in departments website;
- constitute the Bid / Proposal Evaluation Committee; and
- forward the final procurement documents to the **SPMU** for processing through **STEP**, wherever required.

Step 5 – Pre-Bid / Pre-Proposal Meeting

Where required:

- conduct the meeting;
- record all queries and clarifications;
- issue Minutes of the Meeting;
- issue Corrigendum/Addendum where necessary; and
- extend the submission deadline if significant changes are made to the procurement documents.

Step 6 – Receipt and Opening of Bids / Proposals

Receive and open bids/proposals in accordance with the procurement documents. The opening should be taken place in the same day of receipt.

Prepare:

- Attendance Sheet;
- Bid Opening Minutes; and
- Opening Register/record of opening.

Forward the relevant documents to the SPMU, wherever applicable.

Step 7 – Evaluation of Bids / Proposals

Evaluate bids strictly in accordance with the criteria specified in the procurement document.

Prepare:

- Technical Evaluation Report;
- Financial Evaluation Report (where applicable); and
- Combined Evaluation Report for consulting assignments.

Important Note: No evaluation criterion shall be introduced, modified or ignored after bid opening.

Step 8 – Negotiation (Where Applicable)

Negotiation shall be carried out only where permitted under the World Bank Procurement Regulations.

Generally:

- **Consulting Services:** Technical negotiations with the first-ranked consultant, where applicable.
- **Direct Selection / QBS / CQS / Individual Consultants:** Financial negotiations may be undertaken where permitted and with prior concurrence of SPMU.

Caution: Financial negotiation is **not permitted** for competitive procurement of **Goods, Works and Non-Consulting Services after bid opening**.

Step 9 – Notification of Award

Issue the Letter of Acceptance / Letter of Award in the approved format after completion of the applicable approval process.

The notification shall specify:

- contract price;
- completion period;
- performance security requirements (where applicable); and
- timeline for execution of the Contract Agreement.

Step 10 – Contract Signing

Execute the Contract Agreement within the prescribed period.

Before commencement of work, ensure that:

- Performance Security has been furnished and verified;
- Contract Agreement has been signed by both parties;
- Contract conditions and project-specific requirements have been incorporated; and
- Notice to Proceed is issued, where applicable.

6. Understanding the STEP Portal

The **Systematic Tracking of Exchanges in Procurement (STEP)** is the World Bank's online procurement management system used to plan, review, monitor and maintain procurement records throughout the procurement lifecycle.

Under the **TN SHORE Project**, the **SPMU** manages STEP on behalf of all Project Executing Agencies (PEAs).

STEP is used to:

- Create and maintain the approved Procurement Plan.
- Obtain the World Bank's **No-Objection**, wherever applicable.
- Track the progress of procurement activities.
- Maintain procurement records and correspondence.
- Monitor contract implementation through the **Contract Management Module (CMM)**.

Responsibilities of PEAs

PEAs shall:

- Submit procurement proposals and supporting documents to the **SPMU** in a timely manner.

- Share procurement documents immediately after completion of each procurement stage.
- Respond promptly to clarifications sought by the **SPMU** or the World Bank.
- Ensure that procurement activities are implemented in accordance with the approved Procurement Plan and STEP roadmap.

Important Note: For **Prior Review** procurement, the applicable procurement stages shall proceed only after obtaining the World Bank's **No-Objection**, wherever required.

Practical Tip for PEAs: Timely submission of procurement documents to the **SPMU** facilitates prompt updating of **STEP** and helps avoid delays in obtaining the World Bank's No-Objection and completing subsequent procurement activities.

7. Usage of E-Procurement

The Tamil Nadu e-Procurement Portal (<https://tntenders.gov.in>) shall be used for publication of procurement notices, issue of procurement documents, receipt and opening of bids, publication of corrigenda/addenda, and notification of contract awards.

The portal may be used for both Open and Limited Competition, wherever permitted under the approved Procurement Plan.

The PEAs should ensure the following before initiating the procurement activity with TN eProcurement portal

Condition	Details
Bid Opening Timing	Technical bids/proposals must be opened the same day as the submission deadline, within 1 hour of it.
Bid Confidentiality	Documents submitted by one bidder must not be visible to other bidders.
Public Visibility	All statuses from technical bid opening to Award of Contract must be publicly visible.
International Bidding	Multi-currency functionality must be enabled for international bids.

8. Contract Management

Effective contract management ensures that the objectives of the procurement are achieved through timely delivery, quality assurance, proper contract administration, and compliance with the conditions of the Contract.

Contract management begins immediately after contract signing and continues until all contractual obligations have been fulfilled and the contract is formally closed.

8.1 Key Contract Management Activities

PEAs shall ensure that:

- The Contractor/Consultant commences work in accordance with the Contract.
- Progress is monitored regularly against the approved work programme and milestones.
- Payments are processed only for satisfactorily completed deliverables or certified work.
- Contract records, correspondence and payment documents are maintained properly.

- Contract performance is monitored throughout the implementation period.

8.2 Contract Amendments and Extensions

During contract implementation:

- Any modification to the Contract shall be made only through a **formal Contract Amendment** executed by both parties.
- Significant changes in scope or contract value shall be processed in accordance with the applicable contractual provisions and approval requirements.
- Requests for **Extension of Time (EOT)** shall be processed before the expiry of the Contract, wherever applicable.
- All amendments, extensions and other significant contract-related documents shall be forwarded to the **SPMU** for record and processing, wherever required.

Important Note: The Contract shall remain valid until all contractual obligations, including final payments and completion requirements, have been fulfilled.

8.3 Contract Management through STEP

The **Contract Management Module (CMM)** in STEP is used to monitor contract implementation and maintain contract-related records.

Where applicable, the following shall be updated through the **SPMU**:

- Contract commencement.
- Physical and financial progress.
- Contract amendments and extensions.
- Payments and key milestones.
- Contract completion and closure.

Practical Tip for PEAs: Share all contract-related documents, including amendments, extension orders, and completion records, with the **SPMU** promptly to facilitate timely updating of STEP and project records.

9. Good Procurement Practices (Do's and Don'ts)— Quick Reference

The following practical Do's and Don'ts are drawn from the Procurement and Contract Management Annexure of the Project Implementation Plan (PIP).

9.1 General Procurement Conduct

Do's

- Ensure the procurement method is consistent with the approved Procurement Plan.
- Provide equal opportunity to all eligible bidders.
- Use the latest procurement documents issued by the SPMU.
- Include applicable Environmental, Social, Health and Safety (ESHS) requirements.
- Maintain complete procurement records.
- Address procurement complaints promptly.

Don'ts

- Do not negotiate with bidders unless permitted under the World Bank Procurement Regulations.

- Do not alter evaluation criteria after publication of the procurement document.
- Do not favour any bidder.
- Do not proceed with procurement before obtaining the required approvals and World Bank No-Objection, wherever applicable.
- Do not use outdated procurement document templates.

9.2 Request for Quotations (RFQ)

Do's

- Use RFQ only for procurements up to US\$ 100,000 for off-the-shelf goods or standard-specification equipment/works.
- Invite quotations from an adequate number of qualified suppliers.
- Use the approved RFQ template.
- Ensure technical specifications are clear and non-restrictive.
- Evaluate quotations strictly in accordance with the RFQ.
- Maintain complete procurement records.
- Use GeM, where permitted and appropriate.

Don'ts

- Do not cross the US\$ 100,000 (Rs.85.67 Lakhs) threshold using RFQ.
- Do not split procurement to avoid competitive methods.
- Do not use RFQ for complex procurement requirements.
- Do not negotiate prices after receipt of quotations.
- Do not accept unsigned or incomplete quotations.
- Do not use brand-specific specifications unless justified and "or equivalent" is included.

9.3 Contract Signing and Management

Do's

- Execute the Contract Agreement before commencement of work.
- Ensure Performance Security is valid, where applicable.
- Process contract amendments through formal documentation.
- Process Extension of Time before contract expiry, where required.
- Share all contract amendments and extensions with the SPMU.

Don'ts

- Do not commence work before contract execution.
- Do not modify the contract without following the prescribed approval process.
- Do not allow the contract to expire before processing an Extension of Time, where required.
- Do not process payments for work or deliverables that have not been properly certified.

PART – II: Environmental and Social Compliance Quick Guide for Project Executing Agencies

1. Purpose and project context

- “TN-SHORE” - Tamil Nadu coastal resilience project with environmental and social compliance requirements built into implementation.
- It operates under the World Bank Environmental and Social Framework (ESMF), which uses 10 Environmental and Social Standards (ESS 1–10) and a mitigation-first approach.
- The project covers coastal biodiversity, protection, livelihood improvement, pollution abatement, and project management.

2. Core compliance flow

- Start with early screening of environmental and social risks through the ESMF.
- Prepare site-specific Environmental and Social Impact Assessment (ESIA) and Environmental and Social Management Plan (ESMP) documents based on project layout, baseline conditions, and stakeholder consultation.
- Convert ESMP obligations into the Contractor’s (C-ESMP), with budgets, responsibilities, monitoring, and reporting built into the contract.
- Ensure monthly reporting, supervision, and corrective action throughout the construction.

3. The mitigation hierarchy

- **Avoid** impacts through careful design and planning.
- **Minimize** impacts when avoidance is not possible.
- **Mitigate** remaining impacts through targeted management measures.
- **Compensate** only as a last resort for unavoidable significant impacts.

4. Essential management plans

Use the following plans where applicable:

- Labour Management Plan (LMP).
- Occupational Health and Safety Plan (OHS).
- Traffic Management Plan (TMP).
- Stakeholder Engagement Plan (SEP).
- Biodiversity Management Plan (BMP).
- Pollution prevention and waste management plans.
- Sexual Exploitation and Abuse (SEA), Sexual Harassment (SH)/Gender Based Violence (GBV) prevention measures and grievance handling procedures.

5. What the contractor must include in C -ESMP

1. Project information: Project description, environmental and social baseline, receptors such as settlements, schools, wetlands, and site layouts.
2. Statutory clearance status: Approvals, consents, licenses, and renewals.

3. Key personnel and responsibilities: Project Manager, site engineer, EHS Manager, technician, and other responsible staff.
4. ESMP compliance: Mitigation measures and budget required to manage environmental and social risks.
5. Management plans: LMP, pollution prevention, CHS, OHS, and BMP.
6. Site photos: Evidence of ESMP implementation on-site.
7. Records and registers: Registers maintained, GRM logbook, and training records.

Key implementation requirements

- Permissions, clearances, approvals, and licenses are in place.
- Labour camp compliance follows the BOCW Act and other applicable laws.
- Work-specific PPE and worker safety measures are provided.
- Traffic management follows IRC and local police requirements.
- Environmental monitoring is carried out through NABL-accredited labs.
- Occupational health and safety controls are implemented.
- Signages and information display boards are installed at site.
- Mitigation measures are aligned with ESS requirements.
- Biodiversity and ecological protection measures are in place.
- Waste is managed as per SPCB/CPCB guidelines.
- Grievance redressal mechanism records are maintained.
- GBV/SEA/SH Internal Complaints Committee is constituted.
- Capacity building and daily toolbox talks (TBT) are conducted and recorded.

6. Environmental Risks & Mitigation

- Dust and air quality: watering, wheel wash, covered transport, speed limits.
- Wastewater and sanitation: septic/STP arrangements, no discharge to waterbodies.
- Noise and vibration: silencers, timing restrictions, acoustic controls.
- Hazardous materials: secure storage, spill kits, bunding, authorized handling.
- Spoil and construction waste: approved disposal, reuse plan, no illegal dumping.
- Stormwater and erosion: sediment traps, silt fences, slope stabilization, monsoon readiness.

7. Social and worker safeguards

- Worker records, wage compliance, contracts, PPE, and induction are required under labor management.
- GBV/SEA/SH prevention needs a code of conduct, awareness training, confidential reporting, and survivor-centered response.
- Community safety controls should cover traffic, access restrictions, signage, and emergency preparedness.

- Stakeholder engagement must include notice boards, grievance channels, and timely information sharing.
- Traffic Management Plan must include Haul route, barricading signages, pedestrian safety and sensitive receptors (Schools, Hospitals, Religious entities etc.)
- Sub-contractor control (Induction training, Flow-down of clauses, routine oversight, penalties, performance scoring etc.)

8. Grievance and reporting

- Grievance Redressal Mechanism should be mandatorily constituted at the State level and District level with the necessary arrangements (Information Board, GRM Box, Registers) at the project site. Grievances should be recorded with a unique ID, complainant details, issue description, evidence, action taken, and closure status.
- The process uses a 3-tier escalation system: contractor level, PEA/district level, then TN SHORE/State level.
- The presentation states complaints should be acknowledged within 2 days followed by resolution within 7/14/21 (Tier I/Tier II/Tier III) respectively and the agreement should be documented (Signed) between the Petitioner and the Nodal officer at the respective levels.
- Monthly grievance and compliance reporting is expected.

9. Common mistakes to avoid

- Generic ESMPs that are not aligned with the actual project design.
- Missing permits, approvals, and renewal tracking.
- No site layout maps, haul routes, disposal routes, or drainage protections.
- Weak subcontractor control, no method statements, and poor evidence records.

10. Good E&S Practices (Do's and Don'ts) – Quick Reference

Do's

- Conduct E&S screening before starting work.
- Obtain all statutory approvals and permits.
- Prepare and implement a site-specific C-ESMP.
- Install Project Information Boards, statutory signboards, safety signages, emergency contact boards, and grievance information boards at the project site.
- Conduct regular inductions, toolbox talks, capacity-building programmes, and community awareness activities.
- Provide PPE and ensure worker health and safety at all times.
- Control dust, noise, wastewater, and waste.
- Protect biodiversity and nearby sensitive receptors.
- Maintain labour, training, monitoring, and grievance records.
- Monitor compliance regularly and submit monthly reports.

Don'ts

- Don't start work without required approvals.
- Don't use generic or copied ESMPs.

- Don't dump waste or wastewater illegally.
- Don't neglect worker safety or PPE.
- Don't ignore grievances or delay their resolution.
- Don't overlook subcontractor compliance.
- Don't damage environmentally sensitive areas.
- Don't transport materials without dust control.
- Don't leave hazardous materials unsecured.
- Don't ignore monitoring, documentation, or corrective actions.