TERMS OF REFERENCE (TOR)

Technical, Environmental, Social, Financial, and Economic Feasibility for the Regeneration and Conservation and Adaptive Reuse of Jaffna Fort

A. Background and Context

Integrated Regional Development Program (IRDP)/Regional Empowerment Through Vibrant, Inclusive, And Viable Economies (REVIVE) is a Government of Sri Lanka led project, funded by the World Bank, to improve access to enabling infrastructure and local jobs in project supported clusters in Northern and Eastern Provinces. The five prioritized clusters that will be supported by the project for infrastructure and local economic development support are: (i) Jaffna Fort and City Centre Area, (ii) Guru Nagar coastal fisheries town, (iii) Cod Bay fisheries harbor, (iv) Passikudah tourist town, and (v) Arugam Bay. In addition to selected clusters, a few additional selected investments will receive support for preparatory technical assessments to enhance their readiness for future implementation.

The proposed TOR focuses on **Jaffna Fort**, a nationally and internationally significant heritage site located at the interface between the historic city of Jaffna and the coastal lagoon system.

Jaffna Fort, the second largest fort in the country, is situated in the Jaffna Peninsula in the Northern Province on a 62 Acre area. It is one of Sri Lanka's most important fortified heritage landscapes, characterized by layered colonial histories, post-conflict sensitivities, and a unique environmental setting defined by moats, lagoons, and coastal ecosystems. Despite its exceptional cultural, historical, aesthetic, technical and spatial value, the fort remains underutilized and fragmented, with limited public access, constrained connectivity to surrounding neighborhoods, and degraded environmental and built heritage conditions. The site faces multiple challenges, including exposure to flooding and salinity, deterioration of historic structures, governance complexity, limited maintenance capacity, and unresolved questions regarding public use, tourism, and community benefit.

The ***Conceptual Designs and Assessments for Jaffna is on-going,*** *which* will identify strategic interventions for Jaffna Fort, including restoration and adaptive reuse of historic structures (Queen's House, church, prison ruins etc.), enhancement of pedestrian accessibility along walls and moats, creation of cultural, community, and visitor-oriented programs, regeneration of inner and outer moat landscapes, introduction of public spaces and leisure areas, and implementation of monumental lighting and landscape systems.

These interventions aim to transform Jaffna Fort into **accessible, environmentally resilient, socially inclusive, and economically sustainable heritage landscape**, respecting its historic fabric and sensitive post-conflict context. The approach envisions an **integrated system** in which heritage conservation, public space, environmental management, and economic activation reinforce one another and generate long-term social and economic value for the city and region. The consultant shall build upon the conceptual designs—a draft of which is included in the RFP, with final versions to be provided at contract signing—to deliver a feasibility study for the identified investments in both clusters.

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B. Objectives of the Assignment

Objective: Conduct a comprehensive, multi-dimensional feasibility study of the proposed regeneration and adaptive reuse interventions at Jaffna Fort. The study will assess **technical, environmental, social, cultural, climate resilience, financial, and economic feasibility** to ensure that interventions are implementable, sustainable, inclusive, and aligned with national regulations and international safeguard standards. The study area is mainly inside the perimeter roads AB21 (Jaffna-Poonalai-Point Pedro Road), AB16 (Jaffna-Kankesanturai Road) and the Circular Road, including the boundary roads mentioned, as well as the west coastal line development between the lagoon and AB21. It will include the inner and outer moat of the Jaffna Fort, surrounding areas and connection to other points of interest, lagoon park and more generally, central business district for storm water management system. A perimeter plan of study area will be provided with RFP.

Key Objectives:

- Assess **technical feasibility and conservation compatibility (including archeological assessment)** of proposed restoration, adaptive reuse, public space, mobility, landscape, and lighting interventions within a protected heritage context, ensuring capacity for seasonal variances of visitor numbers.
- Assess **environmental impacts and climate risks**, including effects on coastal and lagoon ecosystems, moats, drainage systems, biodiversity, and long-term resilience to flooding, salinity, and extreme heat. For storm water management assessment, it will include central business district of Jaffna, where the Fort is located.
- Evaluate **social, cultural, health, and safety impacts** on local communities, visitors, and users, with particular attention to heritage values, post-conflict sensitivities, inclusivity, equitable access, and livelihoods of informal vendors.
- Develop a comprehensive **Environmental and Social Management Plan (ESMP) and other required instruments**, including mitigation, monitoring, institutional responsibilities, and budgetary provisions for both construction and operational phases, incorporating phased implementation and early activation activities.
- Develop a comprehensive **Cultural Heritage Management Plan** including mitigation, monitoring, institutional responsibilities, and budgetary provisions for both construction and operational phases, incorporating phased implementation and early activation activities.
- Evaluate the **economic and financial viability** of proposed uses and programs, including tourism, cultural facilities, community-oriented spaces, and mixed-use functions, with attention to local employment, livelihoods, and integration of local skills and craftsmanship. Evaluation to cover possible PPP models.
- Ensure all interventions are designed in **consultation with the Department of Archaeology** to comply with heritage protection regulations and conservation standards.

- Develop an implementation plan and prepare appropriate arrangements for operation and maintenance.

Scope of Work:

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The assignment will fulfill the objectives above through an integrated set of feasibility-focused activities, including:

- Assessment of existing conditions: heritage fabric, environmental systems (moats, lagoon, drainage), public access, mobility, governance, and current uses. Draft environmental and social screening reports were developed during Project Preparation, the Consultant will review and update these as required.
- Impact analysis of proposed interventions, including environmental, social, cultural, tourism, and public space considerations.
- Technical feasibility studies for restoration/conservation works, adaptive reuse, public spaces, pedestrian and cycling infrastructure, landscape systems, perimeter roads and lighting, waste management system, lagoon park across the fort and storm water management system.
- Economic and financial analysis to assess cost-effectiveness, operational sustainability, and local economic impacts, including PPP models.
- Preparation of a consolidated **Environmental and Social Management Plan (ESMP), and other required instruments (such as the Cultural Heritage Management Plan)** with clear mitigation, monitoring, institutional, and budgetary provisions in accordance with national legislation, the World Bank Environmental and Social Framework (ESF), IFC Performance Standards and Environmental, Health and Safety (EHS) Guidelines, and good international industry practice.Note: i) the World Bank ESS1: Assessment and Management of Environmental and Social Risks and Impacts Guidance Note for Borrowers provide additional information World Bank's requirements for environmental and social assessments; ii) an environmental and social audit is required where proposed works rely upon a facility that already exists such as a sewage outlet or waste management facilities. The environmental and social audit must comply with the ESF and EHS Guidelines and be reflected within the environmental and social assessment; and iii) the World Bank Environmental and Social Standard 8 (ESS8 – Cultural Heritage) provides specific guidance regarding risks and impacts relating to cultural heritage.

- Formulation of strategic recommendations to guide sustainable, inclusive, and climate-resilient implementation of the Jaffna Fort regeneration strategy.

Phasing and Early Activation:
The feasibility study will assess the need for **phased implementation** of interventions at Jaffna Fort, considering how sequencing may affect accessibility, social use, and heritage performance. The study will also evaluate opportunities for **early, lighter activation activities** (e.g., pop-up cultural events, temporary exhibitions, children play area, small-scale landscape interventions) to maintain public engagement and visibility during phased construction.

Climate Change and Extreme Heat Resilience:
The feasibility study will examine strategies to **adapt infrastructure and public spaces to extreme heat and climate variability**, including passive cooling, shading, ventilation, heat-resilient materials, green spaces, trees, water features, and microclimate design for moats, walkways, and coastal edges, ensuring usability during extreme heat events. Climate risk screening shall incorporate projected flood levels, salinity intrusion, and extreme heat scenarios using available climate projections, and shall propose adaptation measures with indicative costing and feasibility of application & maintenance.

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Integration of Local Skills and Craftsmanship:
The feasibility study will identify **local skills, interests, and traditional craftsmanship** and evaluate how they can be incorporated into construction, maintenance, and programming, engaging artisans, builders, horticulturists, and cultural practitioners to generate long-term social and economic benefits. In addition, the consultant shall explore possibilities for skill development and knowledge-sharing mechanisms to ensure long-term sustainability.

Proposed Methodology and Tasks

Task 1: Inception and Situation Analysis

- Review existing studies, conceptual designs, heritage documentation, and regulatory frameworks and draft environmental and social screening reports.
- Conduct site visits and rapid field assessments to establish environmental, social, and heritage baselines.
- Map existing utilities, access routes, and infrastructure to identify potential conflicts with proposed interventions.
- Review historical significance, heritage designation status, and prior restoration works.
- Update environmental and social screening, including finalizing the identification of the required environmental and social instruments, studies and assessments.
- Socioeconomic & Tourism Baseline: visitor profiles, tourism flows, revenue sources, community use patterns (livelihood activities, cultural practices), local economic linkages.
- Heritage assessment: Heritage value mapping, archaeological sensitivity analysis, assessment of character-defining elements requiring preservation
- Map of institutional &regulatory roles: including but not limited to - Department of Archaeology, Urban Development Authority, Central Environmental Authority, Coastal Conservation & Coastal Resources Management Department, Central Cultural Fund, Jaffna Municipal and Northern Provincial Council, Tourism agencies – SLTDA, and identifying required permits & clearances.
- Consult with the Department of Archaeology to designate areas where interventions should be restricted to protect sensitive heritage.
- Consult other Donor Agencies to evaluate projects that may be undertaken during the same time period that may affect access to the site
- Identify data gaps and confirm priority areas for detailed feasibility analysis.
- Identify key stakeholders, including local communities, heritage authorities, cultural institutions, tourism actors, urban authority, service providers and municipal agencies.

Task 2: Technical Feasibility Assessment

- Structural & Physical Condition Assessment - on-site surveys of fort walls, bastions, ramparts, buildings, gates, moats, drainage systems, etc., material testing (stone, brick, mortar analysis), identification of cracks, deformations, erosion, vegetation intrusions, Mapping structural vulnerabilities through drones or LiDAR (if appropriate). In addition, the consultant shall investigate and identify any underground structures.
- Soil and Geological Assessment and hydrological assessment (moats, stormwater pathways).
- Heritage Buildings and Adaptive Reuse: Feasibility of restoring and adaptively reusing historic structures (Queen's House, church, prison ruins, etc.), integration of renewable energy, water reuse, and low-impact services without compromising heritage values.

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- Assess opportunities to highlight the fort's heritage through targeted conservation and interpretive strategies, rather than total reconstruction, ensuring the integrity of historic fabric while accommodating modern functions.
- Assess the technical feasibility and risks of heritage construction works, including confined spaces, vibration-sensitive operations, and archaeological sensitivities, and define mitigation measures through a Heritage Management Plan with vibration limits, monitoring, safe work procedures, and pre-construction testing
- Assess feasibility against the Department of Archaeology, Urban Development Authority and other regulatory agencies' guidelines
- Assess the feasibility of enhancing public spaces including lagoon park across the fort, central yard in the fort, other leisure areas, and landscape systems in the inner and outer moat areas of the fort, and also stormwater management, flood mitigation, solid waste management, heat reduction, and ecological improvements.
- Assess the feasibility of pedestrian and cycling paths, traffic-calming measures and integration with surrounding urban networks
- Assess access to the Fort, including potential relocation of parking areas and any impact on surrounding traffic patterns.
- Assess the capacity of available utility services, relocation of service lines where needed and capacity enhancements of services required to serve the facilities
- Assess the current physical boundary and propose fencing and type of demarcation and or fencing where required
- Capacity assessment of involved stakeholders
- Evaluate the feasibility of phased implementation, including prioritization and sequencing of interventions to minimize disruption to ongoing activities, access, and livelihoods.
- Appropriate Operation & Maintenance arrangements should be explored and most feasible arrangement should be included for each investment in the cluster.

Task 3: Environmental and Social Feasibility Assessment

The task shall include detailed identification of likely design, construction and operational phase direct, downstream, indirect and cumulative environmental, social and health and safety risks and impacts (including risks to sustainability) and appropriate mitigation strategies. It shall include an assessment of projected climate change, environmental and social impacts on the design of the facilities. Based on the assessment, the consultant shall determine necessary design features that need to be incorporated to mitigate any risks.it shall develop necessary site-specific instruments (ESIA, ESMP, and others as applicable based on baseline assessments and detailed screening).All environmental and social assessments, as well as the preparation of site-specific instruments, shall follow the procedures outlined in the project's instruments: the Environmental and Social Management Framework (ESMF), the Resettlement Planning Framework (RPF), the Stakeholder Engagement Plan (SEP), Labor Management Procedures (LMP) and the SEA/SH Action Plan.

3.1 Policy, Legal, and Institutional Framework

a) Review applicable national environmental laws, Antiquity ordinance, fisheries regulations, labour laws, coastal zone regulations, and port/harbour development guidelines.
b) Identify applicable international standards and best practices (e.g., World Bank Environmental and Social Framework, IFC Performance Standards, FAO fisheries guidelines), where relevant.

3.2 Baseline Environmental Assessment

a) Establish baseline conditions through primary and secondary data collection covering: Physical Environment - Baseline: Evaluate potential impacts on cultural heritage, ecological baseline covering moats, lagoon edges, ponds, vegetation, and fauna; Climate and climate-change-related

risks (heat resilience); Air quality, noise, and vibration; Water quality (marine, surface, and groundwater).

3.3 Baseline Social Assessment

a) Demographic and socio-economic profile of affected communities: All socioeconomic data collection and livelihood assessments shall be sex-disaggregated, with specific attention to women, youth, elderly persons, female-headed households, and other vulnerable groups. socioeconomic and cultural profile of the people likely to benefit/be adversely affected, their interests and levels of influence on project outcomes; positive/negative impacts on the poor/ vulnerable groups;
b) Collect information on vulnerable groups or persons for whom special provisions may have to be made
c) Assess social and cultural impacts on communities, including access, livelihoods, memory, and heritage values.
d) Livelihoods (informal vendors, for example)
e) Land use, tenure, and access rights
f) Gender (including gender-based violence), vulnerable groups, and social inclusion aspects
g) Labor issues (including influx of labor, child labor), camp management and workers' code of conduct,
h) Community health and safety conditions
i) Cultural heritage and heritage structures. This will include both tangible and intangible cultural heritage as defined by the World bank ESF.
j) Role of civil society, opportunities to engage with them for better outcomes;
k) Other social risks including likelihood of involuntary resettlement

3.4 Detailed screening

a) Detail screening of the project area and identified investment, in consultation with the main stakeholders for identification of potential risks and related implications.
b) Through consultations, document the development interests and possible linkages of various stakeholders for the project location.
c) Based on the detailed screening, determine and agree on applicable environmental and social assessments/instruments and develop those.

3.5 Impact Identification and Assessment: Based on assessments, assess construction and operational phase impacts, including:

a) Identify (conduct survey as needed) public or community infrastructure, property/buildings/assets or services that may be affected during preparatory, construction and/or operational phase. Follow procedures specified in RPF.
b) Environmental Impacts –such as Water pollution and waste generation and discharge,noise, air emissions, and odour, Climate change and disaster risk implications.
c) Social Impacts - Livelihood disruption and enhancement - Access restrictions and safety risks - Labour influx and worker welfare - Gender and vulnerable group impacts - Public health and safety risks - Cumulative and induced impacts.
d) Livelihoods assessment will assess the potential impacts of proposed interventions on informal vendors around the outer moat and AB16/Pannai Circular Road corridor, including elderly operators, women-headed households, and ex-combatants, and identify measures to support their livelihoods while maintaining social, cultural, and heritage values.
e) Assess potential community health and safety risks from improper construction waste disposal and increased operational activities (e.g., visitors, park use), which may cause crowding, waste accumulation, sanitation issues, and accidents, and identify robust O&M measures to mitigate these risks.
f) Prepare a Resettlement Action Plan (as necessary) following the RPF. Undertake valuation of losses to determine their replacement cost; and provide a description of the proposed types and levels of compensation for land, and other assets under local law and such supplementary

measures as are necessary to achieve replacement cost for them (Please note the project does not expect any land acquisition, all investments are expected to be on public land). The LSP and the RAP could be rolled into one single instrument to manage livelihood impacts including temporary/permanent resettlement of vendors.

g) **Heritage use and carrying capacity feasibility:** Assess the heritage use and carrying capacity of Jaffna Fort, including acceptable levels and types of public use, tourism activity, and events, to ensure that proposed interventions do not compromise heritage values, safety, or visitor experience. The assessment shall inform impact mitigation measures, management considerations, and phasing of interventions.

3.6 Based on above tasks, preparation of:

a) **Environmental & Social Management Plan (ESMP)** – The consultant shall prepare a detailed ESMP, by analysing and describing the occupational health and safety concerns brought about by construction and operational phases and propose feasible recommendations on corrective and remedial measures to be implemented. ESMPs will be made for all sub-locations.

b) **Cultural Heritage Management Plan**– prepared in accordance with the Antiquities Ordinance of Sri Lanka and aligned with the World Bank Environmental and Social Standard 8 (ESS8 – Cultural Heritage), including chance-find procedures and archaeological supervision requirements.

c) **Livelihood Support Plan (LSP)** – for temporary impacts on informal vendors and shop extensions in first road section. RAP cum LSP will be prepared to manage informal vendor relocation and access to lagoon fishers to landing site.

d) **GBV/SEAH Mitigation Actions** – contractor and PS-level measures due to tourism context.

e) **Biodiversity Precautionary Measures** for lagoon park (no invasive activities, protective barriers and timing controls).

f) **Solid waste management plan** for the proposed development activity with proper management, including **Waste Management Plan** – for construction + operational tourism waste in the inner and outer moat areas

g) **Accessibility and Universal Design Checklist**.

h) **Contractor ESMP** including: OHS Plan; Waste & Spoil management Plan; Erosion & Sediment Control; Traffic & Access Plan; Community Health & Safety Plan; Stakeholder Engagement Plan & GRM; Chance-Find Procedure.

All site-specific instruments should be prepared in accordance with the procedures outlined in the Project Instruments, including the ESMF, RPF, SEP, SEA/SH Action Plan, and LMP.

Task 4: Economic and Financial Feasibility Assessment

- Assess capital, operational, and maintenance costs under alternative scenarios.
- **Economic Assessment:** detailed economic analysis for the project, which shall include but not limited to econometric analysis, estimation of economic IRR for the project. The economic internal rate of return (EIRR) will include calculation of all the financial and non-financial benefits of the project in monetary terms. The various non-financial benefits and costs to be considered include the decongestion impact, impact on passenger convenience, social impact, environmental impact, ecological impact etc. The benefit and cost streams should be worked out for the project internationally recognized life-cycle costing model.The economic analysis shall cover but be not limited to be following aspects:
    - quantify all economic benefits, including those from tourists enhancement and its economic benefit to the region including multiplier effect, social value arising out of

redevelopment including heritage value and property value increase along with other benefits of urban regeneration, local economic development benefits – MSME growth MSME growth (food stalls, handicrafts, homestays), increased employment for youth and women.
    - Quantify all economic costs:conservation/restoration costs, environmental/social mitigation costs, O&M costs (often high in heritage assets) and opportunity costs (e.g., land use restrictions), among others
    - Conduct Cost-Benefit analysis
- **Revenue analysis** including but not limited to: primary revenues (entrance fees, museum/interpretation center tickets, event space rentals, guided tours, parking fees), secondary revenues (rentals from shops/food stalls, cafés and restaurants, crafts markets, souvenir shops), Occasional Revenues (film shooting fees, cultural festivals, conferences), and non-revenue benefits (important for PPP viability gap) including from taxes from tourism and indirect employment
- **Economic and Financial Internal Rate of Return (EIRR) and Net Present Value (NPV)** should be worked out based on these cost-benefit stream. Furthermore, sensitivity of EIRR and NPV worked out forth different scenarios as given under: Scenario – I Base Costs and Base Benefits, Scenario – IIBase Costs plus 25% and Base Benefits, Scenario – III Base Costs and Base Benefits minus 25%, Scenario – IVBase Costs plus 25% and Base Benefits minus 25%
- The sensitivity analysis to be done and scenario to be developed taking into account possible construction delays, construction costs overrun, traffic volume, revenue shortfalls, operating costs, exchange rate variations, convertibility of foreign exchange, interest rate volatility, non-compliance or default by contractors, political risks and force majeure.
- **Assessment of PPP potential and feasibility of applicable PPP models:** The consultant shall evaluate the overall potential for private sector participation in the rehabilitation, building, financing, operation, and maintenance of the fort and associated tourism facilities. Tasks include:
    - **Regulatory and Institutional Framework Assessment:** review Sri Lanka's PPP framework, heritage conservation laws, permitting processes, and institutional responsibilities. Identify constraints and enabling factors for PPPs in heritage assets.
    - **Market Sounding:** Conduct consultations/interviews with potential private partners (tourism operators, heritage developers, hospitality sector, local private investors), to assess private sector interest, capacity for heritage PPPs, any barriers to private participation (regulatory, commercial, heritage restrictions).
    - **Assessment of Revenue-Generating Opportunities:** based on the revenue analysis above, evaluate feasible revenue streams and their relevance for PPP structuring.
    - **Analysis of O&M Requirements and Costs:** estimate short-, medium-, and long-term O&M needs aligned with heritage conservation standards (DOA guidelines and standards), assess whether O&M responsibilities could be transferred to a private operator under a PPP.
    - **Assessment of PPP structuring:** Assess applicability of different PPP models (DB, DBO, DBFOT, for example) and/or commercialization opportunities, comparative analysis of each PPP option including financial modeling (revenue modeling, CAPEX, OPEX, cashflow, sensitivity analysis, assessment of capital/viability gap) for each option and recommendations for the most applicable option.

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Task 5: Stakeholder Consultation

At each stage (starting from inception), regular and careful consultations with stakeholders will be organized to inform Tasks 1-4. This should follow SEP and shall ensure inclusive, transparent, and meaningful input into the feasibility assessment. This will include but not limited to:

- Workshops with heritage experts.
- Consultations with local communities and business owners/private sector.
- Engagement with vulnerable groups, women and youth.
- Coordination with tourism sector and urban planning officials.

Stakeholder inputs shall inform the assessment of impacts, evaluation of alternatives, phasing of interventions, and development of mitigation measures. The Consultant shall document all consultation activities and prepare a concise Stakeholder Consultation Summary demonstrating how feedback has informed feasibility findings and recommendations, in line with SEP disclosure requirements.

C. Deliverables and Timeline

The Consultant shall prepare deliverables in an integrated manner, recognizing the interdependencies between technical, environmental and social, climate resilience, economic, and PPP components. Tasks may be undertaken concurrently; however, logical sequencing shall be maintained, particularly with respect to environmental and social screening, safeguard instrument preparation, and financial modelling dependencies.

Payment shall be made upon submission and acceptance of the following milestone deliverables:

Task	Key Deliverables	Timeline (Weeks)	Payment Schedule
Task 1: Inception & Situation Analysis	**Inception Report;** baseline validation; stakeholder mapping	Week 1–3	15%
Task 2: Technical Feasibility Assessment	**Technical feasibility report;** climate resilience and heritage compatibility assessment, assessment of proposed interventions, utility service assessment	Week 3–7	25%
Task 3: Environmental & Social Feasibility Assessment	**Environmental and social feasibility reports**; mitigation measures	Week 4–7	
Task 4: Economic & Financial Feasibility Assessment	**Financial and economic feasibility report**; governance options analysis	Week 5–9	20%

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Draft Feasibility Report	**Draft Feasibility Report –** integrating tasks 1-4	Week 9-10	20%
Final Consolidated Report	**Final Feasibility Report –** integrating comments from PMU, PIU, DoA, UDA, other relevant stakeholders**;** executive summary	Week 11–12	20%

The Final Consolidated Feasibility Report shall be translated into Sinhala and Tamil languages. Executive Summary and safeguard instruments shall be made available in all three languages.

Submission Requirements

1. Draft reports shall be submitted as:
    - One (1) digital copy (editable and PDF); and
    - Three (3) hard copies in English.
2. The Final Consolidated Feasibility Report shall be submitted as:
    - One (1) digital copy in English (editable and PDF);
    - Five (5) hard copies in English;
    - One (1) digital copy in Sinhala;
    - One (1) digital copy in Tamil.
3. All supporting documentation, including environmental and social baseline databases (sex-disaggregated), GIS files, consultation records, and financial models, shall be submitted in editable digital format.
4. Payments shall be processed upon written acceptance of deliverables by the Project Management Unit and, where applicable, clearance by the World Bank.

D. Team Composition

The profiles of the key experts to be provided by the Consultant for this assignment are as follows:

Team Leader/Project Manager

- Qualifications and skills - Must possess a post graduate qualification and be a Chartered Architect/Chartered Urban Designer/Chartered Town Planner and with corporate membership in a recognized professional institute. General professional experience - A minimum of 20 years' practical post-qualification experience in urban design and construction.
- Specific professional experience – at least 15 years' experience and must have extensive experience in master plan preparation of archeological sites and in Building design, and more specifically have recent service as a Team Leader/Project Manager. Must have experience working on at least three planning and design projects of comparable magnitude. Fluency in written and spoken English is mandatory.
- Strong communication skills and persuasiveness in presenting, negotiating, problem-solving and capable of managing complex matters, and operational and policy issues.

Urban Planner/ Architec

- Qualifications and Skills - Must possess a post graduate qualification and be a Chartered Urban Planner/ Chartered Architect and with corporate membership in a recognized professional institute.

- General professional experience - A minimum of 15 years' practical post-qualification experience in urban planning and designing.
- Specific professional experience - At least 10 years of recent experience in planning and design of archeological sites. Must have held similar position in at least three previous assignments and has wide experience in preparation feasibility studies, designs, and writing technical specifications. Fluency in both written and spoken English and ability to communicate ideas freely and easily is essential.
- Strong communication skills and persuasiveness in presenting, negotiating, problem-solving and capable of managing complex matters, and operational and policy issues.

Heritage and Conservation Specialist - International

- Qualifications and skills - Must possess University Degree of M. Arch (Heritage and Conservation) or equivalent and be registered with a recognized professional accredited agency.
- General professional experience - A minimum of 20 years' practical post-qualification experience;
- Specific professional experience - At least 15 years of recent experience in design of redevelopment of Heritage Structures and well versed with international redevelopment of Heritage structures. Fluency in both written and spoken English and ability to communicate ideas freely and easily is essential.

Heritage and Conservation Specialist - Local

- Qualifications and skills - Must possess University Degree of M. Arch (Heritage and Conservation) or equivalent and be registered with a recognized professional accredited agency.
- General professional experience - A minimum of 15 years' practical post-qualification experience in Sri Lanka;
- Specific professional experience – At least 15 years of experience in design and conservation of Heritage Structures in Sri Lanka. Fluency in both written and spoken English and ability to communicate ideas freely and easily is essential.

- **Environmental and Social Safeguards Specialist**
- Qualifications and skills - Must possess post-graduate degree in (Environmental Management/ Environmental Science/ Environmental Studies) and be licensed by a recognized authority.
- General professional experience - A minimum of 10 years' practical post-qualification experience.
- Specific professional experience – at least 7 years' experience and must have broad experience in Integrated Environmental and Social Impact Assessment, Resettlement Impact Assessment and must have held similar position in at least three previous assignments on similar projects of comparable magnitude. Demonstrated experience working under the World Bank Environmental and Social Framework (ESF) and preparation of ESMP, RAP, and related safeguard instruments. The consultant shall carry out all environmental and social Assessment for the area.
- Fluency in both written and spoken English and ability to communicate ideas freely and easily is essential.

Structural Design Engineer

- Qualification and Skills - graduate degree in Civil/Structural Engineering and be registered as professional or chartered engineer with a recognized professional authority.
- General Professional Experience - A minimum of 15 years post qualification experience
- Specific Professional Experience -. At least 10 years of recent experience in Structural designs of similar structures using the latest software. A minimum of three previous assignments in structural design for the conservation of similar structures is required. Fluency in both written and spoken English and ability to communicate ideas freely and easily is essential.

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Financial Specialist

- Qualification and skills – Post Graduate degree (Master in Business Administration) in Financial Management.
- General Professional Experience - A minimum of 15 years post qualification experience.
- Specific professional experience – at least 10 years' experience in preparation of financial model including revenue projections, balance sheet preparation, cash flow projects projection , project appraisal, and project structuring of PPP Projects of similar scale. Fluency in both written and spoken English and ability to communicate ideas freely and easily is essential.

PPP Specialist

- Qualification and skills – Post Graduate degree in Planning/Management/ Engineering.
- General Professional Experience - A minimum of 15 years post qualification experience.
- Specific professional experience – at least 10 years' experience in Public Private Partnership Project of similar scale, have worked on project structuring and preparation of Concession agreement and closed minimum three projects successfully on PPP. Fluency in both written and spoken English and ability to communicate ideas freely and easily is essential.

Expert on Community Engagement & Communication

- **Qualifications and skills -** Postgraduate degree in Urban Planning, Social Sciences, Architecture, Communication, or related field. Specialized training or demonstrated experience in participatory planning, community engagement, or social design.
- **General Professional Experience -** Minimum **10–12 years** of professional experience in participatory urban, heritage, or public space projects.
- **Specific Professional Experience -** Proven experience in:

  -Designing and facilitating participatory processes in complex or post-conflict contexts.
  -Documenting stakeholder engagement for donor-funded projects (World Bank or similar).
  -Translating community inputs into spatial, programmatic, or policy recommendations.
  -Developing communication and interpretation strategies for heritage or public realm projects.
  -Experience working with multidisciplinary teams (designers, engineers, economists).

  Strong facilitation, documentation, and synthesis skills. Fluency in English required; Tamil language capability is a strong asset.
- **Key Responsibilities -** Design and oversee participatory processes, ensure systematic documentation of engagement, coordinate with social specialist, heritage specialist, and team leader and support SEP updates, grievance mechanisms, and communication tools.

E. Duration and Reporting

- **Estimated duration:** 3 months (12 weeks)
- **Reporting Requirement:** The consultant will report to the Project Management Unit (PMU) at Ministry of Transport, Highways and Urban Development and the Provincial Project Implementation Units (PIU) at Northern Provincial Council. The consultant shall also obtain necessary endorsement by relevant regulatory authorities as applicable, based on consultations and review of draft and final deliverable by the relevant authorities, as facilitated by the PMU. The consultant shall also present the draft and final reports to PMU, PIU, relevant authorities and the World Bank.
- **Confidentiality and Ownership:** All data, reports, and outputs shall remain the property of the implementing agency and shall not be disclosed without prior approval.

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