Ministry of Transport, Highways and Urban Development (MoTHUD) and Ministry of Foreign Affairs, Foreign Employment and Tourism (MoFAFET)

Tourism for Heritage, Resilience, Inclusion, And Value-driven Employment Project (THRIVE) - Colombo (P511828)

DRAFT - Stakeholder Engagement Plan (SEP)

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Prepared by:

Project Management Units (PMUs)

Tourism for Heritage, Resilience, Inclusion, And Value-driven Employment Project (THRIVE) Colombo

Ministry of Transport, Highways and Urban Development (MoTHUD), Ministry of Foreign Affairs, Foreign Employment and Tourism (MoFAFET)

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Abbreviations

Acronym	Definition
ADB	Asian Development Bank
CBO	Community-Based Organization
CBSL	Central Bank of Sri Lanka
CEA	Central Environmental Authority
CLO	Community Liaison Officer
CSO	Civil Society Organization
CEB	Ceylon Electricity Board
CMC	Colombo Municipal Council
DFAR	Department of Fisheries and Aquatic Resources
DMCs	Destination Management Companies
DoP	Department of Posts
DS	Divisional Secretariat / Divisional Secretary
DVG	Disadvantaged and Vulnerable Groups
EDL	Electricity Distribution Lanka (Pvt) Ltd
EIA	Environmental Impact Assessment
ESF	Environmental and Social Framework (World Bank)
ESS	Environmental and Social Standard
ESMP	Environmental and Social Management Plan
ESIRT	Environmental and Social Incident Response Toolkit (World Bank)
FCV	Fragility, Conflict and Violence
FGD	Focus Group Discussion
GBV	Gender-Based Violence
GN	Grama Niladhari (Village Administrative Division)
GoSL	Government of Sri Lanka
GRM	Grievance Redress Mechanism
IEC	Information, Education and Communication
IEE	Initial Environmental Examination
IFC	International Finance Corporation
ILO	International Labour Organization
IRDP	Integrated Regional Development Program
LAA	Land Acquisition Act
LMP	Labor Management Procedures
LRPs	Livelihood Restoration Plans
LRC	Local Review Committee
MEPA	Marine Environment Protection Authority
MoFAFET	Ministry of Foreign Affairs, Foreign Employment and Tourism
MSME	Micro, Small, and Medium Enterprises
MSP	Multi-Stakeholder Platform
MoTHUD	Ministry of Transport, Highways and Urban Development
NEA	National Environmental Act
NGO	Non-Governmental Organization
NIRP	National Involuntary Resettlement Policy

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NWSDB	National Water Supply and Drainage Board
OIP	Other Interested Parties
PAP	Project-Affected Person
PIA	Priority Investment Area
PIU	Project Implementation Unit
PMU	Project Management Unit
PWD	Person with Disability
RAP	Resettlement Action Plan
RDA	Road Development Authority
RDD	Rural Development Department
RTI	Right to Information Act
SEA/SH	Sexual Exploitation and Abuse / Sexual Harassment
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
SLCB	Sri Lanka Convention Bureau
SLLDC	Sri Lanka Land Development Corporation
SLITHM	Sri Lanka Institute of Tourism and Hotel Management
SLPA	Sri Lanka Ports Authority
SLTDA	Sri Lanka Tourism Development Authority
SLTPB	Sri Lanka Tourism Promotion Bureau
SME	Small and Medium Enterprise
SOP	Series of Projects
TIS	Technical Implementation Support
ToR	Terms of Reference
TTL	Task Team Leader (World Bank)
UDA	Urban Development Authority
WB	World Bank
WIN	Women in Need (Sri Lanka NGO)
WPC	Western Provincial Council

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1. Project Description

1.1 Country/Sector Context

Sri Lanka's tourism sector is recovering from successive shocks, including the 2019 Easter attacks, COVID-19, and the 2022 economic crisis. National recovery efforts now emphasize macroeconomic stability, governance reform, social protection, and inclusive growth. Within this context, the Western Province remains the country's principal economic engine, accounting for a large share of GDP, industry, services, trade, and urban employment, anchored by Colombo's administrative, commercial, port, and airport functions.

Tourism has regained momentum, with arrivals and earnings returning toward or exceeding pre-crisis levels and demand broadening across cultural, coastal, nature-based, community, wellness, and MICE segments. Colombo and the wider Western Province remain underutilized as tourism destinations despite their heritage precincts, wetlands, marine assets, creative economy, and business infrastructure. THRIVE therefore seeks to reposition Colombo from a short-stay transit hub into a higher-value, multi-day destination while managing environmental, social, cultural heritage, and inclusion risks.

1.2 Project Development Objective and Project Components

Project Development Objective (PDO):
The Project Development Objective is to strengthen Colombo's tourism sector and enhance the sustainable use of heritage and natural assets. The project is structured around key components with an emphasis on investments in institutions, infrastructure, and innovative entrepreneurship.

THRIVE is the first phase of a broader Series of Projects approach to shift Sri Lanka's tourism model from volume-driven growth to value-driven, resilient, and inclusive destination development. It focuses on catalytic investments in Colombo, institutional strengthening, private sector participation, innovation, and visitor experience improvements to increase dwell time, spending, and local economic benefits.

Project Components
Component 1: Strengthening National Institutions for Tourism Industry (US$10M). This component, led by the Ministry of Foreign Affairs, Foreign Employment and Tourism (MOFAFET), will strengthen the institutional foundations required to support Sri Lanka's transition toward a higher value more resilient tourism sector while strengthening the sector's capacity to plan for and respond to climate and disaster risks. It will modernize tourism governance by supporting a Colombo Destination Management Organization, policy and regulatory reform, improved tourism data systems, strengthened SLITHM training capacity, gender-responsive skills development, and coordinated destination branding and stewardship.

- Establish a Destination Management Organization (DMO**)** for Colombo.
- Reform policies and update the Tourism Act**.**
- Build integrated tourism data systems to track visitor spending and behavior.
- Upgrade skills training at SLITHM with gender-inclusive curricula.
- Promote destination stewardship through coordinated branding and management.

Component 2: Destination Development and Urban Regeneration (US$42M).
This component, implemented by the Ministry of Transport, Highways and Urban Development (MoTHUD) in consultation with the Colombo Municipal Council (CMC), will finance area-based packages of investments to strengthen Colombo's competitiveness as a higher-value, climate-resilient urban tourism destination. It will support civil works, goods, equipment, and technical assistance for: (i)

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rehabilitation and adaptive reuse of selected heritage and cultural assets; (ii) public realm, placemaking, pedestrian connectivity, visitor amenities, and related urban infrastructure; and (iii) planning, asset management, and private-sector participation. Investments will focus primarily on Colombo Fort and surrounding historic areas, with limited investments in the Kotte wetland area. Public investments will be designed to improve visitor experience and catalyze complementary private investment in tourism-related activities.

Component 3: Tourism Entrepreneurship Fund Capitalization (US$ 20 Million).
This component will support a Tourism Entrepreneurship Fund, MSME and start-up incubation, digital and commercial skills, women- and youth-led entrepreneurship, anchor events under "The Colombo Calendar," and partnerships to improve heritage and nature-site management. The Tourism Entrepreneurship Fund will manage two notional windows. Window One will support existing and new anchor events, artisans, entrepreneurs and enabler firms; whereas Window Two will incent new investors to enter the tourism market. Both windows will implement equity and or quasi-equity instruments with a professional private sector Fund Manager hired to conduct due diligence for the Fund and manage the Fund in line with market principles and for greater sustainability.

Component 4: Project Management (US$5M).
This component will finance PMU and TIS operations, fiduciary and safeguards capacity, monitoring and evaluation, beneficiary perception surveys, and impact assessments to support effective delivery and compliance with the World Bank Environmental and Social Framework.

Component 5: Contingent Emergency Response (US$0M).
This component provides a mechanism to reallocate resources rapidly in response to eligible crises or disasters, helping protect tourism assets, communities, and livelihoods from unforeseen shocks.

1.3 Potential Environmental and Social Risks and Impacts

THRIVE is expected to generate substantial economic, cultural, and environmental benefits, but its investments in heritage restoration, urban regeneration, wetland enhancement, and tourism infrastructure also present environmental and social risks requiring proportionate mitigation, inclusive consultation, and adaptive management.

Key Environmental Risks:

- **Urban ecosystem pressures:** Revitalization of heritage precincts and wetlands may lead to habitat disturbance, particularly in sensitive areas such as the Colombo Wetlands Complex, which support migratory bird populations and fragile aquatic ecosystems.
- **Resource demand:** Increased tourism activity could heighten pressure on scarce resources, notably water supply and energy demand in dense urban clusters.
- **Waste and pollution:** Higher visitor volumes may exacerbate solid waste accumulation, wastewater discharge, and air pollution in areas where service capacity is already limited.
- **Construction-related impacts:** Restoration of historic buildings, public realm upgrades, and wetland infrastructure may cause temporary noise, dust, and localized habitat disruption.
- **Climate-related risks:** Colombo's coastal and wetland zones face risks of flooding, coastal erosion, and heat stress, which may affect both infrastructure and community resilience.

Key Social Risks:

- **Economic displacement:** Revitalization of Colombo Fort, Pettah, and other precincts may temporarily or permanently affect informal vendors, small businesses, and market users.

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- **Livelihood risks:** Communities dependent on wetland resources may face temporary restricted access during construction or reorganization of tourism circuits.
- **Community health and safety:** Construction activities in dense urban areas may pose risks related to dust, noise, traffic congestion, and safety hazards.
- **Social exclusion:** Vulnerable groups including women, youth, informal workers, and low-income households may be excluded if Project benefits are not equitably distributed.
- **SEA/SH risks:** Labor influx and increased tourism interactions may heighten risks of sexual exploitation, abuse, and harassment, requiring strong prevention and grievance mechanisms.
- **Cultural sensitivities:** Restoration and adaptive reuse of heritage sites may raise concerns among local communities regarding cultural identity, access, and authenticity.
- **Risks associated with stakeholder engagement:** Inadequate consultation, restricted information availability, or inefficient grievance resolution procedures may erode public confidence and raise community worries about project execution.
- **Effects on disadvantaged and vulnerable groups:** Vulnerable people may have restricted access to project benefits, job opportunities, and enhanced public services in the absence of specialized initiatives.
- **Security risks:** To prevent negative effects on local populations and human rights, the deployment of security officers at construction sites or public facilities, if necessary, should be managed in accordance with good international practice.
- **Cumulative social impacts:** If several urban regeneration initiatives are carried out concurrently, they may put more strain on the community's well-being, public services, infrastructure, and traffic control.

Risk management will be embedded through environmental and social assessments, site-specific ESMPs where required, the ESCP, this SEP, a functioning GRM, climate-resilient and universally accessible design, heritage-sensitive planning, and targeted inclusion measures for women, youth, informal workers, persons with disabilities, and other vulnerable groups. These instruments will ensure that project benefits are maximized while adverse impacts are avoided, minimized, mitigated, or compensated in line with the World Bank ESF.

2. Objectives of the SEP and Requirements for Stakeholder Engagement

2.1 Objectives of the SEP

The SEP provides the framework for timely information disclosure, meaningful consultation, feedback management, and grievance redress throughout the THRIVE Project lifecycle. It is designed to ensure that project-affected parties, other interested parties, and disadvantaged or vulnerable groups can understand project risks and benefits, influence decisions, and access responsive channels for concerns.

2.2 National and World Bank Requirements for Stakeholder Engagement

THRIVE will be implemented in line with Sri Lanka's applicable legal framework and the World Bank Environmental and Social Framework, with particular emphasis on ESS10: Stakeholder Engagement and Information Disclosure. Sri Lanka's laws provide important foundations for transparency, consultation, and public participation, including the Right to Information Act, the National Environmental Act, land acquisition procedures, and sectoral planning laws. However, these provisions are often fragmented, stage-specific, or request-driven. ESS10 therefore provides the project's governing standard for proactive, inclusive, continuous, and documented engagement.

2.2.1 Requirements under the Country Legal Framework

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The national framework contains several relevant disclosure and consultation instruments:

- **Right to Information:** The Constitution and Right to Information Act support public access to information but operate mainly through request-based disclosure rather than proactive engagement.
- **Environmental assessment:** The National Environmental Act provides for EIA/IEE disclosure and comment periods, but consultation is generally linked to approval stages rather than continuous project engagement.
- **Land acquisition and resettlement:** The Land Acquisition Act and National Involuntary Resettlement Policy provide procedural and policy entry points for affected persons, though ESS5 and ESS10 will guide more comprehensive consultation and livelihood restoration where applicable.
- **Sectoral laws:** Urban development, coastal, heritage, local government, and sustainability legislation provide additional mechanisms for planning-level consultation and regulatory approvals.

2.2.2 Requirements under the World Bank's ESF

ESS10 requires stakeholder engagement to begin early, continue throughout the project lifecycle, be proportionate to project risks and impacts, and be accessible to affected and vulnerable groups. For THRIVE, this is particularly important because urban regeneration, heritage restoration, wetland enhancement, livelihood transitions, and tourism innovation may generate differentiated impacts across formal and informal actors.

- **Stakeholder identification and analysis:** Systematically identify project-affected parties, other interested parties, and vulnerable or disadvantaged groups.
- **SEP preparation and implementation:** Disclose and implement a proportionate engagement plan covering methods, responsibilities, timing, feedback, and reporting.
- **Information disclosure:** Provide timely, relevant, understandable, and accessible information on project activities, risks, mitigation measures, and benefits.
- **Meaningful consultation:** Use two-way, culturally appropriate, gender-sensitive, and inclusive processes that enable stakeholders to influence decisions.
- **Grievance redress:** Maintain accessible, transparent, responsive, and proportionate channels for project-related complaints, including confidential and survivor-centered pathways for SEA/SH-related concerns.
- **Ongoing reporting:** Document engagement, disclose responses to feedback, and update engagement approaches as project risks and stakeholder concerns evolve.

ESS10 is reinforced by other relevant ESF standards, including ESS1 on environmental and social risk management, ESS5 on land acquisition and livelihood impacts, ESS8 on cultural heritage, and ESS2 on labor and working conditions. Where relevant, THRIVE will integrate stakeholder inputs into risk assessment, design, mitigation, livelihood planning, heritage management, and monitoring.

3. Stakeholder Identification and Analysis

Stakeholder identification for THRIVE is central to managing environmental and social risks, strengthening project legitimacy, and ensuring that benefits from heritage, wetland, urban regeneration, and tourism innovation investments are equitably distributed. The analysis below identifies project-affected parties, other interested parties, and disadvantaged or vulnerable groups, with emphasis on those most likely to experience livelihood disruption, access restrictions, exclusion from benefits, or increased exposure to construction and tourism-related risks.

Stakeholder identification for THRIVE follows the principles of inclusiveness, transparency, participation, and non-discrimination. Stakeholders are classified as Project-Affected Parties (PAPs), Other Interested Parties (OIPs), and Disadvantaged and Vulnerable Groups (DVGs) based on their influence, interests, and potential project impacts. The analysis assesses stakeholder interests, influence, vulnerabilities, and engagement needs to guide communication, consultation, grievance management, and risk mitigation measures. The stakeholder mapping will be regularly updated throughout project implementation to ensure effective participation, responsiveness to emerging issues, and the sustainability of project outcomes.

Visitors and tourists are recognized as important stakeholders and key beneficiaries of the project, in line with the PAD. The SEP will involve them in stakeholder mapping and engagement activities to gather their thoughts, expectations, and feedback on upgraded tourism facilities, heritage experiences, accessibility, safety, and overall destination services.

3.1 Methodology and Stakeholder Classification

Stakeholders were identified through review of project components, proposed investment locations, institutional mandates, consultations, and likely pathways of impact. The mapping remains iterative and will be updated as subproject designs, technical assessments, and site-specific safeguards instruments are prepared. For SEP purposes, stakeholders are grouped as follows:

- **Project-Affected Parties:** individuals, households, businesses, workers, institutions, and users directly affected by project activities or benefiting from them.
- **Other Interested Parties:** public agencies, civil society, private sector actors, academic institutions, media, and others with regulatory, technical, advocacy, investment, or knowledge interests.
- **Disadvantaged and Vulnerable Groups:** stakeholders who may face barriers to information, participation, mitigation, or project benefits, including women, youth, informal workers, low-income households, persons with disabilities, elderly persons, fisherfolk, and others identified during implementation.

The stakeholder analysis also considers the varying levels of influence and interest among stakeholder groups. This enables the Project to prioritize engagement efforts, ensure adequate representation of affected communities, and provide additional support measures where necessary to facilitate the effective participation of vulnerable and marginalized stakeholders.

3.1.1 Project-Affected Parties

Project-Affected Parties include those whose livelihoods, access, services, institutional roles, or visitor experience may change as a result of project-supported works, reforms, or innovation activities. The principal PAP categories are summarized below and will be refined through site-specific assessment and

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consultation.

Table 1: Project-Affected Parties under Component 2: Nature of Impacts and Levels of Vulnerability

Stakeholder Group	Nature of Impact / Interest	Vulnerability Level
Informal vendors, street hawkers, food stall operators	Potential temporary or permanent displacement from public spaces during civil works	High
Residents in Colombo Fort, Pettah, and Kotte corridor	Construction disruption (noise, dust, traffic); potential spillover economic benefits	Medium–High
Wetland-dependent communities (fisherfolk)	Restricted access to livelihood resources during wetland enhancement works	High
Women-headed households	Risk of exclusion from benefit-sharing; disproportionate economic dependency on informal livelihoods	High
Tuk-tuk and transport operators	Potential temporary rerouting or loss of client access during construction	Medium
Business owners and traders in urban core	Disruption from construction works; opportunity for increased tourism-related revenue	Medium
Tourism and hospitality workers	Targeted beneficiaries for skilling; at risk of sector disruption during transition	Low–Medium
Property owners in Colombo Fort and Kotte area	Subject to adaptive reuse, rehabilitation agreements, or access restrictions	Medium
Persons with disabilities (PWDs)	Risk of exclusion from project design if universal design principles are not applied	High
Youth (unemployed)	Beneficiaries for vocational training; risk of exclusion if outreach is inadequate	Medium

3.1.2 Other Interested Parties

Other Interested Parties are not necessarily directly affected by project works, but they influence design quality, approvals, implementation, accountability, and long-term sustainability. They include public agencies, civil society, private sector actors, research and training institutions, and media organizations.

3.1.3 Disadvantaged and Vulnerable Persons/Groups

Disadvantaged and vulnerable groups require targeted attention because they may face disproportionate risks, limited access to information, lower capacity to participate in consultations, or exclusion from tourism-related benefits. Their engagement will be tailored by location, livelihood dependence, language, mobility, gender, disability, and other relevant barriers identified during implementation.

Table 2: Summary of Stakeholder Identification and Classification – THRIVE Project, Colombo

Project-Affected Parties (PAPs)	Other Interested Parties (OIPs)	Disadvantaged and Vulnerable Groups (DVGs)
Local Communities and Residents - Households adjacent to heritage precincts (Colombo Fort, Pettah) and wetland corridors (Kotte Diyawanna Lake area), exposed to	**Government and Public Sector Agencies** - MoFAFET, MTHUD, Western Provincial Council, SLTDA, SLTPB, SLCB, SLITHM, UDA, CMC, Department of Archaeology, RDA, NWSDB, and	**Women-Headed Households** - Facing economic insecurity and limited access to formal tourism employment.

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Project-Affected Parties (PAPs)	Other Interested Parties (OIPs)	Disadvantaged and Vulnerable Groups (DVGs)
construction-related disruptions, noise, and mobility restrictions.	Provincial/Divisional Secretariats, SLLDC, Ministry of Environment (MoE), Central Environmental Authority (CEA), Department of Wildlife Conservation (DWC), Kotte Municipal Council, Green Building Council of Sri Lanka engaged in planning, approvals, and oversight.	
Informal Vendors and Micro-Entrepreneurs - Street vendors, craft sellers, food stall operators, and transport providers whose livelihoods depend on public spaces and tourism flows.	**NGOs and CSOs** - Local NGOs on community development, livelihoods, and inclusion; environmental advocacy groups focused on wetlands and biodiversity; heritage preservation organizations.	**Youth and Unemployed Persons** - Particularly from low-income urban settlements, lacking vocational training and access to tourism-linked opportunities.
Business Owners and Traders - Shopkeepers, café and restaurant operators, and small enterprises in tourism clusters impacted by circulation changes and infrastructure upgrades.	**Private Sector Actors** - Tourism investors, hotel operators, MSMEs, construction companies, financial institutions, and technology providers supporting innovation and entrepreneurship.	**Elderly Residents** - Especially in dense urban neighborhoods, vulnerable to exclusion due to mobility and information barriers.
Tourism Workers and Service Providers - Guides, lifeguards, cleaning staff, event organizers, and cultural actors engaged in festivals and tourism services. - Service proving associations such as National Chauffeur Guides Association[1], Sri Lanka Institute of National Tourist Guide Lecturers[2], All Island Tourist Service Providers Association[3] and Individual Tourism Experts[4].	**Academic and Research Institutions** - Universities, think tanks, and training institutes (SLITHM, private colleges) contributing to workforce development and policy research.	**Persons with Disabilities (PWDs)** - Facing barriers in accessing infrastructure, services, and employment opportunities.
Wetland-Dependent Communities and Small-Scale Fishers - Households reliant on	**Media** - Local, national, and international outlets covering project developments,	**Small-Scale Artisanal Fisherfolk and Informal Workers** - Dependent on traditional

[1] The licensed professionals who manage small-group and private luxury vehicular transit tours across the country.
[2] The primary, officially recognized corporate body for licensed all-island National Guide Lecturers
[3] The independent small and medium enterprise (SME) service providers ranging from local boutique transport fleets to micro-destination operators
[4] The independent researchers, sustainable tourism consultants, and freelance naturalists who are not tied to large Destination Management Companies (DMCs) but hold vast contextual knowledge

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Project-Affected Parties (PAPs)	Other Interested Parties (OIPs)	Disadvantaged and Vulnerable Groups (DVGs)
wetland and coastal resources, vulnerable to access restrictions and livelihood disruptions.	promoting transparency, and shaping Colombo's global tourism image.	fishing and informal tourism-related livelihoods, at risk of displacement or market exclusion.
Tourists and Visitors - Experiencing temporary restrictions during construction but benefiting from improved amenities and enhanced experiences.	**Development Partners and Professional Organizations** - Development partners (including the World Bank), chambers of commerce, tourism and hospitality associations, professional bodies, and industry networks interested in sustainable tourism development, investment, heritage conservation, environmental management, and project outcomes.	**Indigenous/Marginalized Communities (if identified)** - Any historically underserved groups discovered during implementation, requiring culturally sensitive engagement under ESS7.

3.2 Analysis of Project-Affected Parties

PAPs will experience both short-term risks and longer-term benefits. The principal risks relate to temporary access restrictions, livelihood disruption, income loss, construction impacts, changes in circulation, pressure on cultural and ecological assets, and possible exclusion of informal or vulnerable actors, regulatory compliance risks leading to community exposure to contractor non-compliance with environmental and social safeguards. Expected benefits include improved public amenities, strengthened heritage and wetland management, enhanced tourism demand, skills development, and expanded economic opportunities. Table 3 summarizes the main benefit-risk profile by stakeholder group.

Table 3:Perceived Benefits and Risks/Impacts of Affected Parties - THRIVE Project

Affected Parties	Perceived Benefits	Perceived Risks / Impacts
Local Residents & Households (Colombo Fort, Pettah)	Enhanced public amenities, safer pedestrian environments, improved drainage and sanitation, strengthened cultural identity	Temporary access restrictions, noise, dust, circulation changes, disruption to daily routines
Informal Vendors & Micro-Entrepreneurs	Improved vending zones, increased tourism-driven footfall, potential for formalization and market linkages	Temporary displacement, loss of income during site closures, risk of exclusion without equitable benefit-sharing
Business Owners & Traders	Upgraded infrastructure, improved urban mobility, expanded customer base from tourism flows	Reduced customer traffic during construction, signage adjustments, temporary loss of visibility
Institutional Custodians (DoA, UDA, CMC, DWLC & CEA)	Strengthened governance capacity, upgraded heritage assets, improved coordination frameworks, and enhanced legal compliance.	Increased operational responsibilities, need for capacity strengthening, higher maintenance obligations,
Tourists & Visitors	Enhanced amenities, interpretive facilities, cultural programming,	Short-term restrictions in accessing heritage sites and public spaces

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Affected Parties	Perceived Benefits	Perceived Risks / Impacts
	improved visitor experience	
Wetland-Dependent Communities & Fishers (Kotte Wetland Corridor)	Improved ecological management, upgraded landing points, long-term livelihood resilience	Temporary restrictions on access to fishing grounds and pathways, disruption of mobility
Women in Wetland Livelihoods	Expanded opportunities in handicrafts, food processing, and tourism services, targeted inclusion strategies	Risk of exclusion from benefit-sharing, vulnerability to market competition
Community-Based Organizations & Conservation Groups	Strengthened collaboration in biodiversity management, enhanced legitimacy through participatory governance	Direct impacts from ecological interventions, increased workload during infrastructure works
Educational & Recreational Users (Kotte Diyawanna Lake)	Modernized facilities, improved environmental education opportunities, enhanced recreational spaces	Temporary disruption of access and learning activities during construction
Hospitality Operators (Hotels, Guesthouses, Cafés, Restaurants)	Improved connectivity, enhanced urban aesthetics, stronger competitiveness, longer visitor stays	Reduced frontage access, circulation constraints, temporary decline in customer traffic
Small Traders & Transport Providers	Expanded commercial opportunities, improved pedestrian mobility, better urban infrastructure	Temporary disruption of operations, reduced income during construction
Tourism Workers (Guides, Lifeguards, Informal Service Providers)	Expanded employment opportunities, strengthened job security, enhanced visibility in tourism sector	Disruption of work patterns, income instability during construction
Cultural & Event Organizers (Festivals, Biennales, Sporting Events)	Improved facilities, stronger institutional coordination, enhanced cultural programming	Transitional challenges linked to venue access, circulation changes, regulatory adjustments
Women & Youth (Vulnerable Groups)	Targeted skills development, entrepreneurship opportunities, improved inclusion in tourism workforce	Continued underrepresentation, risk of exclusion without deliberate strategies
Informal Workers & Low-Income Households	Livelihood restoration programs, improved urban amenities, potential formalization	Displacement from vending/transport roles, income loss during reorganization
Dense Urban Communities	Improved urban resilience, safer public environments, better infrastructure	Exposure to dust, noise, traffic congestion, safety hazards during construction
Persons with Disabilities & Elderly Residents	Universally accessible pathways and amenities, inclusive consultation processes	Risk of exclusion if accessibility and tailored engagement are not prioritized
National & Provincial Tourism Agencies (Component 1)	Strengthened mandates, streamlined governance, improved institutional efficiency	Restructuring challenges, staffing adjustments, increased accountability
Tourism Employees &	Enhanced curricula, certification	Transitional challenges during

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Affected Parties	Perceived Benefits	Perceived Risks / Impacts
Trainees (SLITHM, Colleges)	processes, skill development pathways	reforms, adaptation to new standards
Local Government Bodies (CMC, WPC)	Improved coordination mechanisms, strengthened devolved responsibilities	Increased workload, need for institutional capacity-building
Private Sector Operators & Associations	Expanded market opportunities, improved regulatory frameworks	Compliance pressures, adaptation to new licensing procedures
MSMEs in Tourism & Creative Industries (Component 3)	Access to innovation grants, incubation programs, market diversification	Competitive pressures, compliance challenges, risk of exclusion for smaller enterprises
Women & Youth-Led Start-Ups	Targeted entrepreneurship support, expanded market linkages	Vulnerability to competition, need for capacity-building
Informal Tourism Workers (Guides, Vendors, Performers)	Opportunities for formalization, digital integration, expanded demand	Risk of marginalization if unable to adapt, disruption of traditional practices
Communities in Heritage Precincts	Increased tourism flows, commercialization of cultural assets, improved infrastructure	Risk of cultural dilution, pressure on traditional practices, community displacement
Technology Providers & Digital Platforms	Expanded role in enabling innovation, new business opportunities	Disruption of existing business models, risk of exclusion for traditional enterprises

3.3 Analysis of Other Interested Parties

Other Interested Parties (OIPs) are not directly impacted by physical interventions but exert significant influence over THRIVE's outcomes. Their engagement ensures policy coherence, transparency, and sustainability, shaping the enabling environment for tourism reforms in Colombo.

- **Government and Public Agencies:**
  MoFAFET, MTHUD, WPC, SLTDA, SLTPB, SLCB, SLITHM, UDA, CMC, SLRDC and the Department of Archaeology and the Department of Wildlife Conservation (DWC) (The wildlife and nature-based tourism are primary pillars of Sri Lanka's national tourism strategy and the THRIVE project's ecological scope) form the institutional backbone of tourism governance. Their mandates span policy, regulation, heritage conservation, and infrastructure. Effective inter-agency coordination is critical to avoid fragmentation and embed sustainability across heritage, urban planning, and tourism development.

- **NGOs and CSOs:**
  Civil society actors safeguard inclusivity, equity, and ecological integrity. Gender-focused and livelihood NGOs amplify marginalized voices, while environmental groups monitor wetland and biodiversity conservation. Heritage organizations ensure authenticity in cultural restoration. Collectively, they reinforce participatory governance and social legitimacy.

- **Private Sector:**
  Tourism investors, MSMEs, hotel operators, and creative industries drive innovation, capital mobilization, and job creation. Construction firms shape urban regeneration, while financial institutions enable enterprise growth. Technology providers modernize tourism ecosystems through digital platforms. Their engagement must balance profitability with compliance and equitable benefit-sharing.

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- **Academic and Research Institutions:**
  Universities, think tanks, and training bodies such as SLITHM provide evidence-based policy input, impact evaluation, and workforce development. Their role in curriculum modernization and gender-inclusive training ensures skills alignment with evolving tourism demands, bridging global best practices with local realities.

- **Media:**
  Local, national, and international media shape public perception, accountability, and Colombo's global image. While they amplify transparency and visibility, misrepresentation risks highlight the need for proactive communication strategies and inclusive messaging.

OIPs collectively influence THRIVE's legitimacy, sustainability, and competitiveness. Their roles span governance, advocacy, investment, knowledge, and communication. While they provide essential synergies, risks such as institutional fragmentation, ecological pressures, and reputational challenges must be managed through structured engagement strategies.

Table 4:Perceived Benefits and Risks/Impacts of Other Interested Parties – THRIVE Project

Other Interested Parties	Perceived Benefits	Perceived Risks/Impacts
Government & Public Sector Agencies	Strengthened mandates, streamlined governance, improved coordination, enhanced heritage and infrastructure management, enhanced compliance.	Institutional fragmentation, regulatory delays, increased operational responsibilities, potential conflicts between development and preservation
NGOs & CSOs	Advocacy for community interests, improved livelihoods, strengthened environmental safeguards, cultural preservation	Concerns over displacement, exclusion of vulnerable groups, resistance to development if safeguards are inadequate
Private Sector Actors	Expanded investment opportunities, innovation grants, entrepreneurship support, improved infrastructure and connectivity	Market competition pressures, compliance challenges, risk of exclusion for smaller enterprises, potential over-commercialization
Academic & Research Institutions	Opportunities for research collaboration, policy refinement, workforce development, curriculum modernization	Limited influence in decision-making, risk of underutilization of research outputs
Media	Increased transparency, public awareness, accountability, enhanced global image of Colombo	Potential criticism, misrepresentation of project outcomes, reputational risks if impacts are poorly managed
Individual Tourist Experts	Opportunities for specialized expertise in sustainable tourism, green building compliance, and wetland management during the design and implementation phases	Public criticism, and misinterpretation of project outcomes, and massive systematic influence. Example for massive systematic influence: A single heritage conservation expert can file a Fundamental Rights (FR) petition in the Supreme Court of Sri Lanka

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		against the PMU, citing violations of the Antiquities Ordinance. This can result in a court-ordered interim stay, completely freezing physical construction across all heritage sites

The engagement of Other Interested Parties is pivotal to THRIVE's success. Government agencies ensure institutional coherence, NGOs safeguard social and environmental equity, private sector actors drive innovation and investment, academic institutions provide knowledge and skills, and media enhances transparency and global visibility. Balancing these interests through inclusive dialogue, clear communication, and adaptive governance will be critical to ensuring that THRIVE's reforms are not only technically sound but also socially legitimate and sustainable.

3.4 Analysis of Disadvantaged and Vulnerable Groups

Because THRIVE is classified as a Substantial Environmental and Social Risk project, engagement with disadvantaged and vulnerable groups must be proactive, accessible, and adequately resourced. The analysis below identifies the main barriers these groups may face and the measures needed to support meaningful participation and equitable access to project benefits.

- **Women-Headed Households:** Often constrained by economic insecurity, caregiving responsibilities, and gender bias. THRIVE must embed gender-sensitive training, safe working environments, and equitable benefit-sharing.
- **Youth and Unemployed Persons:** High unemployment and limited access to vocational training or entrepreneurial networks. Component 3 must deliberately target youth with innovation, digital literacy, and enterprise support.
- **Elderly Residents:** Vulnerable to exclusion due to mobility and information barriers. Accessible consultations and tailored communication are essential.
- **Persons with Disabilities:** Face systemic barriers in infrastructure and employment. Universal design, accessible facilities, and inclusive workforce policies must be mainstreamed.
- **Informal Workers and Fisherfolk:** Highly exposed to displacement and market disruption. Livelihood safeguards, transitional support, and market integration strategies are required.
- **Marginalized Communities (if identified):** Any underserved groups must be engaged with sensitivity to cultural identity and heritage rights, applying ESS7 where relevant.

Special efforts must be made to ensure that disadvantaged and vulnerable groups are consulted meaningfully, their voices are heard, and their needs are reflected in project planning and implementation. Given THRIVE's classification as a Substantial Environmental and Social Risk project, these groups face barriers such as limited access to information, language and cultural constraints, mobility challenges, socio-economic marginalization, and exclusion from formal benefit-sharing mechanisms. Addressing these barriers requires targeted engagement strategies, tailored communication methods, and additional resources to guarantee equitable participation and safeguard social sustainability.

Table 5: Analysis of Disadvantaged and Vulnerable Persons/Groups

Stakeholder Groups	Limitations for Effective Engagement	Preferred Means of Notification/Consultations	Additional Resources Required
Women-Headed Households	Time poverty due to caregiving responsibilities; limited mobility; lower	Community meetings at convenient times; home visits; engagement	Female facilitators; childcare arrangements; safe spaces for

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Stakeholder Groups	Limitations for Effective Engagement	Preferred Means of Notification/Consultations	Additional Resources Required
	decision-making power; safety concerns	through women's associations	participation
Youth & Unemployed Persons	High unemployment; lack of vocational training and digital skills; economic hardships leading to low participation	Social media, SMS notifications, youth-focused workshops and forums	Youth outreach programs; incentives (certificates, refreshments); digital literacy training
Elderly Residents (urban poor & marginalized communities)	Limited mobility; sensory impairments; dependence on others for transport; reduced adaptability to rapid changes	Home visits; information sessions via local religious/community centers	Transport support; accessible materials (large print, audio formats); community caregivers
Persons with Disabilities (PWDs)	Physical, communication, and attitudinal barriers; social stigma; exclusion from infrastructure and employment	Accessible venues; sign language interpreters; materials in braille/audio; inclusive consultation formats	Accessibility aids (ramps, assistive devices); trained facilitators; universal design integration
Small-Scale Artisanal Fisherfolk & Informal Workers	Lower literacy levels; irregular work schedules; informal status excluding them from formal processes	Early morning/late evening consultations; verbal communication via trusted leaders; Boat-landing meetings for fisherfolk	Timing flexibility; translation into local dialects; livelihood safeguard programs
Indigenous & Marginalized Communities (if identified)	Language and cultural barriers; historical mistrust of outside interventions; risk of cultural dilution	Engagement through trusted community leaders; use of local languages/customs	Cultural mediators; tailored outreach respecting traditional protocols; heritage-sensitive facilitation
Women & Children Affected by GBV	Fear of stigma, reprisal, or discrimination; reluctance to speak openly; trauma-related barriers	Confidential small-group or individual consultations; anonymous feedback channels; engagement via trusted women's organizations	Specialized GBV support services; trained female counselors; safe spaces for discussions

This analysis underscores the need for inclusive, context-sensitive engagement strategies to ensure disadvantaged and vulnerable groups are not marginalized during THRIVE's implementation. By tailoring consultation methods, providing additional resources, and embedding safeguards, the project can transform these groups from passive recipients into active partners in Colombo's tourism transformation, thereby reinforcing equity, resilience, and social legitimacy.

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4. Stakeholder Engagement Program

4.1 Summary of the Consultations Held During Project Preparation

4.1.1 Methodology for Consultation

Consultations for THRIVE Colombo were undertaken between March 2025 and May 2026 through structured meetings, site visits, technical discussions, and thematic workshops with government agencies, private sector actors, civil society, community representatives, and affected groups. The process focused on heritage restoration, wetland conservation, urban regeneration, tourism innovation, livelihood risks, institutional coordination, and safeguard requirements.

4.1.2 Stakeholders Consulted

Stakeholders consulted included national and provincial agencies, local authorities, tourism institutions, heritage and environmental agencies, private sector operators, MSMEs, community representatives, civil society organizations, women's and youth groups, vendor groups, development partners, and technical specialists. Their inputs helped validate project priorities, identify risks, and shape mitigation and engagement measures.

4.1.3 Key Topics Discussed During Consultations, Main Feedback and Issues Raised

Consultations raised five recurring themes: (i) livelihood risks and vendor relocation in urban regeneration sites; (ii) heritage conservation and adaptive reuse; (iii) sustainable tourism, wellness, climate resilience, and biodiversity; (iv) inclusive infrastructure, accessibility, and benefit-sharing; and (v) institutional coordination, procurement readiness, and safeguard capacity. These issues informed the SEP, ESCP, ESMF/RPF processes, and site-specific design requirements.

4.1.5 How Stakeholder Feedback was Incorporated into Project Design

Stakeholder feedback was incorporated into project design through adjustments to heritage trail planning, livelihood screening and restoration measures, sustainability and wellness features, accessibility and safety provisions, and institutional capacity-building. Table 7 summarizes the principal feedback, recommended actions, and follow-up responsibilities.

4.1.6 Lessons Learned from the Consultation Process

Table 6 :Incorporation of Consultation Findings into Project Design and Follow-up Actions

Consultation Findings	Recommendations	Incorporation into Project Design / Follow-ups Needed
Design priorities identified during consultations held with CMC regarding the Old Town Hall	Social impact mitigation measures need to be implemented to address potential adverse impacts	Incorporated under Component 2 – Urban Revitalization, with ESS5 safeguards; the PMU will ensure appropriate mitigation measures and stakeholder consultation considering ESS10.
Heritage trail proposals in Kotte and Colombo Fort	Align trail design with community input; integrate eco-transport and conservation	Incorporated into Component 2 – Heritage Trails Development; UDA, CMC, and WB experts to

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		finalize trail alignment and conservation safeguards
Tourism MSMEs require incubation, branding, and marketing support	Establish MSME incubation fund; provide training in digital marketing and branding	Incorporated under Component 3 – Tourism MSME Development**;** PMU and MoT to operationalize incubation fund
MAS Holdings' proposals on sustainability and wellness	Integrate climate adaptation, renewable energy, wellness programs, and biodiversity conservation	Incorporated into Component 3 – Sustainable Tourism Facilities; follow-up with private sector partnerships
Concerns about procurement and financial management capacity	Provide training on WB procurement guidelines, fiduciary responsibilities, and STEP system	Incorporated into Institutional Capacity Building Plans of both PMUs; PMU staff trained via WB workshops
Need for coordination among agencies (UDA, CMC, SLLDC, Ministry of Cultural Affairs)	Establish joint planning committees; align Ape Gama and archaeological trail designs	Incorporated into Component 2 – Heritage & Cultural Infrastructure**;** PMU to coordinate inter-agency design approvals
Community concerns on safety, accessibility, and inclusivity	Ensure gender-sensitive design; provide ramps, inclusive washrooms, and safe transport	Incorporated across Components 2**;** safeguard measures mainstreamed into infrastructure and tourism facilities
Financial access barriers for women and youth entrepreneurs	Develop flexible loan products; reduce collateral requirements; improve financial literacy	Incorporated under Component3 – Access to Finance**;** follow-up with GoSL and financial institutions
Environmental and social safeguards for urban projects	Conduct ESMF/ESMP assessments; consult affected parties; integrate mitigation measures	Incorporated into Component 2 – Urban Infrastructur**e**; PMU to ensure compliance with WB safeguard policies
PIUs (CMC and the UDA) concerns on the lack of knowledge on the E&S tools	Conduct preliminary environmental and social safeguard awareness creation for the PIUs in relation to the ESMF, ESMP and the ESSs implementation	PMU to ensure compliance with WB safeguard policies

4.2. Information Disclosure Strategy

The disclosure strategy ensures that project information, safeguard instruments, consultation outcomes, eligibility criteria, GRM procedures, and implementation updates are communicated in a timely, accessible, and culturally appropriate manner. Disclosure will use multiple channels, including websites, social media, public notices, community meetings, local government offices, print and electronic media, and targeted outreach for vulnerable groups.

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Table 7: Information Disclosure Plan for the Project

List of Information to be Disclosed	**Proposed Methods**	**Time Frame**	**Target Stakeholders**	**Responsibility**
Environmental and Social Commitment Plan (ESCP), Stakeholder Engagement Plan (SEP), translated summaries	Electronic copies on Ministry/Project websites; social media; hardcopies at local government offices and project offices (PMUs & TISs)	Before commencement of the project	General public, vulnerable groups, government entities at national/provincial/local levels, media, NGOs	MoFAFET, MTHUD ; Project Management Units (PMUs)
Project details (objectives, scope, duration, target beneficiaries, selection criteria)	TV, radio, newspapers, websites, social media, SMS notifications, community meetings, public notice boards, posters, leaflets	Before commencement of the project	Affected communities, disadvantaged groups, government authorities, media, NGOs	PMU, SLTDA, MTHUD
Grievance Redress Mechanism (GRM), including GBV-sensitive procedures	Community meetings, public notice boards, posters, leaflets, confidential reporting channels	Before commencement of the project	Affected communities, vulnerable groups, implementing agencies	PMUs, Local Government Offices, TISs, Safeguard Specialists
Eligibility criteria, beneficiary selection, and monitoring processes	Gazette notifications, TV/radio, newspapers, websites, social media, SMS, community meetings, notice boards	During implementation, ongoing basis	Eligible and vulnerable groups, government entities, CSOs	PMUs, MTHUD , Relevant Ministries
Progress reports (prepared by PMU and partner agencies)	Websites, social media, email, formal meetings, community meetings, divisional secretariat information boards	Weekly, monthly, quarterly, and annual reporting	Public, vulnerable groups, government authorities, media, NGOs	PMUs, Partner Agencies
Safeguard compliance updates (environmental, social, cultural heritage)	Websites, press releases, stakeholder workshops, community forums	Quarterly and annual	Government agencies, CSOs, NGOs, affected communities	PMUs, MTHUD, DoA, UDA, SLTDA
Tourism innovation and entrepreneurship opportunities (Component 3)	Social media campaigns, youth forums, MSME workshops, digital platforms	During implementation	Youth, MSMEs, private sector actors, financial institutions	PMU, SLITHM, Private Colleges, Industry Partners
Summaries of stakeholder	Project website, notice boards,	Quarterly	Affected communities, disadvantaged/vulnera	Project Management

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List of Information to be Disclosed	Proposed Methods	Time Frame	Target Stakeholders	Responsibility
consultation meetings	community meetings, newsletters		ble groups, government agencies, private sector partners	Units (PMUs)
Information on Help Desk, awareness of Grievance Redress Mechanism (GRM) processes, and access to GBV services	Hotline numbers, Help Desk, SMS service, project website, social media platforms, community meetings, notice boards	Continuous	Affected communities, vulnerable groups, government agencies, civil society organizations	PMUs & GRM Teams
Status and progress of grievance resolution	Direct feedback to complainants via SMS, email, or written communication; periodic public updates	Monthly/ Quarterly	Affected communities, vulnerable groups, government agencies	GRM Team
Awareness-raising and capacity-building programs	Website updates, progress reports, training workshops, stakeholder meetings, email communication	Quarterly	Community organizations, vulnerable groups, government agencies, private sector stakeholders	Technical Experts & Safeguards Teams at PMUs
Project's key deliverables and milestones	Website, progress reports, email circulars, press releases	Monthly/Quarterly	Affected communities, government agencies, private sector actors, civil society	PMUs
Beneficiary feedback surveys	Telephone interviews, mobile phone SMS feedback, structured questionnaires	At registration, livelihood support, training, and productive inclusion stages	Project beneficiaries (including vulnerable groups)	Monitoring & Evaluation Team

4.3 Proposed Stakeholder Engagement Strategy

Proposed Stakeholder Engagement Strategy

The engagement strategy establishes a continuous, inclusive, and risk-based process for consultations during planning, implementation, monitoring, and closure. Engagement will be tailored to each stakeholder group, with specific attention to affected communities, disadvantaged and vulnerable groups, implementing agencies, private sector actors, civil society, and the wider public. Feedback will be documented, reviewed, and reflected in project decisions where feasible.

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Stakeholder Engagement Strategy and Consultation Plan

Table 8: Stakeholder Engagement Strategy and Consultation Plan

Stakeholder Group	Characteristics	Interests / Concerns	Topics for Consultation	Proposed Strategies	Time & Frequency
Local Communities (Colombo heritage precincts, lagoon-dependent households, urban neighborhoods)	Residents in heritage zones, wetland areas, and urban settlements directly impacted by interventions.	Improved infrastructure, livelihood opportunities, equitable benefit-sharing, and cultural identity preservation.	Infrastructure upgrades, heritage restoration, livelihood programs, environmental safeguards, resettlement concerns.	Community meetings, focus group discussions, participatory mapping, household surveys.	Ongoing throughout project; Quarterly updates.
Small and Medium Enterprises (SMEs) in Tourism Sector	Local entrepreneurs, guesthouse owners, tour operators, vendors, and experiential service providers.	Business growth, access to finance, market linkages, fair competition, skills development.	Tourism Enterprise Fund, SME support, marketing strategies, PPP opportunities.	Business workshops, consultative roundtables, surveys.	Planning & implementation phases; Quarterly reviews.
Fisherfolk and Wetland-Dependent Communities	Communities reliant on lagoon and wetland resources for livelihoods.	Access to resources, environmental protection, market opportunities, mobility during construction.	Resource management, livelihood restoration, environmental safeguards, connectivity.	Consultative meetings, community monitoring, participatory livelihood assessments.	Ongoing; Annual reviews.
Urban Residents and General Public	Colombo's wider population, including informal workers, youth, and disadvantaged groups.	Access to services, housing, transport, equitable participation, cultural inclusion.	Urban planning, transport improvements, social services, housing, inclusivity measures.	Public consultations, workshops, surveys, social media engagement.	Bi-annual reviews; Continuous feedback.
Government Institutions (CMC, UDA, SLTDA, SLTPB, MTHUD ,	National, provincial, and local authorities responsible for policy, regulation, and implementation.	Policy coherence, transparency, inter-agency coordination,	Project oversight, institutional reforms, regulatory alignment,	Formal consultations, inter-agency workshops, policy	Quarterly updates; As required for coordination.

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Stakeholder Group	Characteristics	Interests / Concerns	Topics for Consultation	Proposed Strategies	Time & Frequency
MoFAFET, DoA, MoE, DWLC, CEA and Green Building Council of Sri Lanka)		safeguard compliance.	reporting.	dialogues, direct representation of the Project Steering Committee, bi-annual policy review meetings with the MoE	
Civil Society Organizations (CSOs) and NGOs	Local and international organizations focused on social safeguards, environment, and community development.	Vulnerable group inclusion, transparency, accountability, environmental protection.	Safeguards, community engagement, gender inclusion, monitoring impacts.	Targeted consultations, workshops, roundtables.	Bi-annual consultations; Ongoing feedback.
Private Sector Stakeholders	Investors, contractors, hotel operators, financial institutions, and technology providers.	Investment opportunities, PPP frameworks, regulatory clarity, sustainable growth.	Business climate, procurement, PPPs, innovation fund, destination branding.	Business workshops, consultative roundtables, surveys.	Quarterly updates; As needed for investment cycles.
Academic and Research Institutions	Universities, think tanks, and research bodies.	Collaboration, data access, sustainability research, impact evaluation.	Research partnerships, monitoring frameworks, socio-economic and environmental studies.	Research workshops, consultative meetings, surveys.	Ongoing collaboration; Annual reviews.
Media (Local, National, International)	Outlets shaping public perception and transparency.	Access to timely information, project visibility, accountability	Project updates, milestones, success stories, transparency.	Press releases, media briefings, social media campaigns.	Quarterly updates; As needed for major milestones.
Tourists (Domestic and International)	Visitors to Colombo and surrounding areas.	Enhanced facilities, authentic experiences, safety, and	Tourism infrastructure, cultural experiences, eco-	Surveys, social media engagement, visitor feedback	Ongoing; Annual assessments.

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Stakeholder Group	Characteristics	Interests / Concerns	Topics for Consultation	Proposed Strategies	Time & Frequency
		environmental preservation.	tourism, service quality.	platforms.	
Transport Operators and Commuters	Bus operators, taxi drivers, three-wheeler operators, logistics providers, and daily commuters.	Traffic management, accessibility, minimized disruption during construction, improved connectivity.	Traffic diversion plans, transport infrastructure improvements, construction schedules.	Public information campaigns, transport sector consultations, stakeholder meetings.	Prior to and during construction; Quarterly updates.
Construction Workers and Labor Force	Direct workers, contracted workers, subcontractors, and migrant labor engaged in project activities.	Occupational health and safety, fair labor conditions, worker welfare, grievance management.	Labor management procedures, workplace safety, code of conduct, worker grievances.	Worker inductions, toolbox meetings, worker grievance mechanisms, training programs.	Monthly throughout construction.
Cultural Heritage Custodians and Religious Institutions	Religious leaders, temple/church/mosque authorities, heritage conservation groups, and custodians of cultural assets.	Protection of cultural heritage, preservation of religious sites, respectful tourism development.	Heritage conservation plans, visitor management, restoration activities, cultural promotion initiatives.	Stakeholder meetings, heritage workshops, site-specific consultations.	Throughout planning and implementation; Semi-annual reviews.
Individual Tourism Experts	Sustainable Ecotourism & Wetland Experts, Heritage & Archaeological Tourism Specialists,	Habitat Degradation, incorporation of green technology	Refining training curriculums for SLITHM, Baseline biodiversity information e.g.: baseline Faunal and floral diversity	Ad-hoc advisory meetings with the PMU	Pre-appraisal, design and implementation phases.

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4.4 Strategies for engaging vulnerable and disadvantaged groups

Engagement with disadvantaged and vulnerable groups will be proactive, tailored, and adequately resourced. Subproject-level screening will identify women-headed households, persons with disabilities, elderly residents, youth, informal workers, fisherfolk, low-income households, and other groups facing barriers to information, participation, or project benefits.

Measures will include accessible venues, Sinhala and Tamil materials, female facilitators where appropriate, women-only consultations, home or community-based outreach, timing adapted to work and caregiving schedules, support for persons with disabilities, and monitoring of participation by sex, age, disability, language, and vulnerability status.

4.5 Bilingual Stakeholder Engagement and Conflict-Sensitive Approaches

All engagement activities will be conducted in Sinhala and Tamil, with interpreters and bilingual facilitators as needed. Consultation processes will be conflict-sensitive, inclusive, and attentive to language, ethnic, religious, gender, disability, livelihood, and socio-economic dynamics. The objective is to avoid exclusion, create safe spaces for dialogue, and ensure that project communication does not reinforce historical grievances or local power imbalances.

4.6 Site-Specific Stakeholder and Community Engagement Strategies during Technical Assistance

Site-specific engagement will be applied during technical assistance, design, and implementation to ensure that civil works, heritage rehabilitation, wetland interventions, and livelihood measures are informed by affected communities and relevant agencies. Engagement methods will be adapted to site conditions, livelihood calendars, access constraints, and vulnerability profiles, as summarized in Table 11.

Table 9: Site-Specific Stakeholder and Community Engagement Methods during Technical Assistance

Stakeholder Group	Engagement Method	Timing Consideration
Residents, vendors, and traders in Colombo Fort, Pettah, and Kotte Corridor	Structured community meetings, dialogues, and consultations on construction disruptions, relocation, and livelihood restoration	Conducted regularly during design and civil works phases; scheduled to minimize disruption to daily business activities
Vendors at Old Town Hall	Business categorization, legal verification, and targeted consultations to ensure fair treatment and compensation	Prior to rehabilitation works and during resettlement planning; aligned with vendor relocation timelines
Department of Archaeology and Urban Development Authority (UDA)	Heritage-focused consultations and technical workshops on adaptive reuse and conservation priorities	Early in design phase and at key milestones of heritage asset rehabilitation
Lagoon and wetland-dependent communities (fisherfolk)	Boat-landing consultations, participatory livelihood restoration planning, and community meetings	Scheduled around fishing cycles and seasonal livelihood patterns to avoid income disruption
Environmental NGOs and conservation	Collaborative workshops and technical discussions on	During technical assistance and ecological design phases; aligned with

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groups	biodiversity integration into trail and park designs	environmental assessments
Women-headed households	Women-only focus groups facilitated by female liaison officers, with childcare support	Bi-annually and at critical project decision points; scheduled at times accommodating domestic responsibilities
Persons with Disabilities (PWDs)	Consultations in accessible venues, provision of sign language interpretation, Braille/audio materials	Continuous throughout design and implementation; aligned with infrastructure planning to embed Universal Design
Youth (unemployed and vulnerable groups)	Social media outreach, vocational training workshops, and digital literacy programs	Rolling engagement throughout project cycle; intensified during training and entrepreneurship program launches

4.7 Public Comments and Feedback, Reporting to Stakeholders

Public comments, feedback, and project responses will be documented and reported through regular stakeholder updates, MSP meetings, annual disclosure reports, beneficiary perception surveys, and the GRM. Reporting will explain how feedback has influenced project design, implementation, mitigation measures, and adaptive management.

4.8 The Proposed Multi-Stakeholder Platform

The Multi-Stakeholder Platform (MSP) will serve as the project's main forum for structured dialogue, coordination, and accountability. It will bring together government agencies, local authorities, private sector actors, civil society, community representatives, and technical experts to review implementation progress, safeguard performance, grievance trends, inclusion measures, and emerging risks.

4.9 Stakeholder Engagement Timeline and Schedule

The engagement schedule aligns disclosure, consultation, grievance handling, monitoring, and reporting with the project cycle. Activities will be updated as subproject designs, safeguards instruments, and implementation timelines are finalized.

Table 10: Engagement Timeline and Schedule

Phase	Activity	Target Stakeholders	Frequency	Responsible Party
Pre-Appraisal	Disclosure of SEP, ESCP, ESMF, RPF	General public, affected communities	Prior to appraisal	MoFAFET PMU
Year 1 (2026)	Inception workshops	Government, private sector, CSOs	Once at start	MoFAFET PMU / MTHUD PMU
Year 1–5	Community meetings on civil works	Residents, vendors near construction sites	Quarterly	MTHUD TIS / Community Liaison Officers
Year 1–5	MSP meetings	Government, private sector, community leaders	Quarterly	MoFAFET PMU
Year 1–5	Women-only focus groups	Women-headed households, female workers	Bi-annually	Community Liaison Officers

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Year 1–5	GRM helpdesk and hotline operations	All stakeholders	Continuous	MoFAFET PMU / MTHUD PMU
Year 1–5	Beneficiary perception surveys	Tourism workers, trainees, MSME participants	Annually	MoFAFET PMU
Year 1–5	Annual public reporting	General public, media	Annually	MoFAFET PMU
Year 5 (2031)	Project closure consultations and impact evaluation	All stakeholders	Once at closure	MoFAFET PMU / MTHUD PMU

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5. Grievance Redress Mechanism (GRM)

The THRIVE Grievance Redress Mechanism (GRM) provides a free, accessible, transparent, and time-bound process for project-affected persons, beneficiaries, workers, and other stakeholders to raise concerns throughout preparation, implementation, and closure. It complements, and does not replace, statutory remedies available under Sri Lankan law. The GRM will support early resolution, reduce conflict, strengthen accountability, and generate feedback for adaptive environmental and social risk management.

Scope of the GRM

The GRM will address complaints related to environmental and social performance, land acquisition and resettlement, livelihood impacts, eligibility and benefit distribution, labor issues, community health and safety, social inclusion, operational disruptions, and SEA/SH. Sensitive complaints, including SEA/SH, urgent safety concerns, and allegations requiring confidentiality, will follow dedicated protocols to protect complainants and ensure rapid response.

5.1 Principles of the Grievance Redress Mechanism

The GRM will be guided by accessibility, transparency, fairness, impartiality, non-retaliation, responsiveness, cost-free access, confidentiality, and learning. Multiple channels will be available in Sinhala and Tamil, anonymous complaints will be accepted, and vulnerable groups will receive tailored support to use the mechanism safely and effectively.

5.2 Structure of the Grievance Redress Mechanism

Grievance Redress Mechanism (GRM) Structure

THRIVE will operate two linked GRM arrangements reflecting its institutional structure: a centralized PMU-level mechanism for Components 1 and 3 under MoFAFET, and a three-tier mechanism for Component 2 under the MTHUD PMU. Both arrangements aim to resolve grievances as close as possible to the point of origin, while providing clear escalation pathways, documentation, and reporting.

1. GRM for Project Components 1 & 3 (Under MoFAFET PMU)

For Components 1 and 3, the MoFAFET PMU will maintain a centralized Grievance Redress Committee comprising PMU leadership, the Social Specialist, the Environment Specialist, relevant ministry representation, and civil society/community representation as needed. The committee will receive, register, acknowledge, review, and resolve grievances within 14–21 working days, or refer unresolved matters to competent authorities where required.

2. GRM for Project Component 2 (Under MTHUD PMU)

For Component 2, the MTHUD PMU will operate a three-tier GRM: site-level resolution within 3 working days; TIS/divisional-level review within 7–10 working days; and PMU-level review within 14–21 working days. Membership will include relevant local officials, TIS/PMU representatives, supervision consultants, contractor social staff, and community or NGO representatives, as appropriate.

Table 11: Summary of GRM Submission Channels

Method	Available At / Responsible Entity
Verbal or written complaint	• Grama Niladhari (GN) • Site Level • Subproject Supervision Consultant • Contractor Social Officer

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	• Divisional Secretariat • TIS Field Team • PMU Offices (MoFAFET / MTHUD)
Suggestion / complaint boxes	• Subproject sites • Community centers • Public places at accessible points (site level & TIS level)
Telephone hotline	• Dedicated hotline to be established and publicized in Sinhala, Tamil and English (PMU level)
SMS / WhatsApp	• Widely shared project contact number • Dedicated WhatsApp groups for subprojects (PMU/ MTHUD focal persons)
Email	• Centralized grievance email address (MoFAFET PMU & MTHUD PMU)
Online form	• Project website (managed by PMUs)
In-person visits	• TIS level visits • PMU level visits

Each GRM level will maintain autonomy while coordinating across tiers. Serious complaints involving SEA/SH, threats to safety, corruption, or other urgent risks will be prioritized and may bypass intermediate levels where necessary to ensure rapid, confidential, and survivor-centered response.

Table 12: GRM coordinating team

PMU	**Social Development Specialist** (Ministry of Foreign Affairs, Foreign Employment and Tourism (MoFAFET)- Component 1&3)	**Social Safeguard Specialist** (Ministry of Transport, Highways and Urban Development (MTHUD) - Component 2)
Project Name	Tourism for Heritage, Resilience, Inclusion, and Value-Driven Employment Project (THRIVE) Colombo (P511828)	
Email	Handun66@gmail.com	thrivecolombo@uda.gov.lk
Phone	0112421309	0112-2080651
WhatsApp Number	0714028530	0719659773
Website	https://www.mfa.gov.lk	www.transport.gov.lk
Postal Address	Foreign Employment & Tourism (Tourism Section) No.03, Times Building, Bristol Street (Sir Razik Fareed Mw), Colombo 1	Tourism for Heritage, Resilience, Inclusion, and Value-Driven Employment Project (THRIVE) Colombo, Ministry of Transport, Highways and Urban Development (MoTHUD), 7th Floor, Sethsiripaya Stage II, Battaramulla.

5.3 Grievance Resolution Process and Timelines

The GRM process will be structured and time-bound. Complaints may be submitted verbally or in writing through site offices, GN/DS offices, TIS or PMU offices, hotline, email, SMS/WhatsApp, or online forms. All complaints, including anonymous submissions, will be logged, assigned a tracking number, acknowledged within three working days, categorized by urgency and complexity, and resolved at the lowest appropriate level with escalation where needed.

Table 13: Grievances Resolution Time Line

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Component	GRM Level	Responsible Body	Resolution Timeline
Component 2- (MTHUD-PMU)	Level 1 – Site / Subproject	Community GRM Committee (Grama Niladhari (GN) of the respective area, TIS representative, Subproject supervision consultant representative, social officer/representative from civil works contractor & Community-Based Organization (CBO) representative)	Within 3 working days
	Level 2 – Divisional / TIS	Divisional GRM Committee (Divisional Secretariat, Commissioner – Municipal Council, Deputy Project Director (TIS), Social Officer (TIS), PMU representative, NGO representative, Additional members as required)	Within 7–10 working days
	Level 3 – PMU Level	Provincial GRM Committee / MTHUD-PMU (Project Director, Social Specialist, Other PMU specialists as required, MTHUD representation, Additional members as determined by committee)	Within 14-21 working days
Component 1 & 3- (MoFAFET-PMU)	Centralized-PMU level	National GRM Committee (Representative of MoFAFET, Project Director, Social Specialist (PMU), NGO representative from the tourism sector, Community organization representative (tourism-related), Additional members as required)	Within 14-–211 working days

Communication, closure, and special handling
Resolution decisions will be communicated to complainants verbally and/or in writing, summarizing the grievance, review process, decision, corrective action, and appeal option. A grievance will be closed when the complainant confirms satisfaction or when all GRM levels have reviewed and addressed the issue. Anonymous complaints will be closed once corrective action is implemented and recorded.

Special Handling Provisions:
Urgent health, safety, property, SEA/SH, corruption, or retaliation-related complaints will be fast-tracked. Complainants retain the right to pursue legal remedies at any time, and the project will provide information or referrals where appropriate.

5.4 Responding to SEA/SH Related Complaints

SEA/SH complaints will be handled outside ordinary grievance resolution procedures through confidential, survivor-centered protocols. The priority is survivor safety, dignity, informed consent, and referral to qualified services. Only minimal, non-identifiable information will be recorded, and no survivor will be pressured to file a formal complaint, pursue legal action, or disclose information beyond what they choose to share.

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As part of the THRIVE Stakeholder Engagement Plan (SEP), a proper GBV referral and Grievance Redress Mechanism (GRM) will be set up, including identifying qualified GBV service providers and clearly outlining referral pathways for survivors. This system will make sure GBV-related complaints are handled through safe, accessible, and confidential channels, with all information collected, stored, and shared only on a need-to-know basis and with the survivor's consent. The GRM will focus on survivor safety, confidentiality, dignity, and fairness, avoiding any need for survivors to share unnecessary details or repeat their experiences. Trained staff will manage referrals and keep records secure, and GBV cases will not be dealt with by community-level grievance committees or informal dispute resolution if it could risk survivor confidentiality or safety.

SEA/SH reporting and referral requirements

- Designated PMU/TIS focal points will be trained to receive SEA/SH complaints discreetly and refer survivors to qualified service providers, including relevant Divisional Secretariat officers, Mithuru Piyasa units, the National Women's Helpline, Women In Need, and other competent services.
- No identifying information will be disclosed without explicit informed consent. For children, consent and safeguarding requirements will follow applicable national law and good practice.
- Where a complaint may be project-related, the PMU Social Specialist will notify the World Bank in accordance with ESIRT requirements using anonymized information only.
- Contractors, workers, PMU/TIS staff, and GRM focal points will receive training on codes of conduct, SEA/SH prevention, survivor-sensitive response, referral pathways, and confidentiality.

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6. Monitoring and Reporting

SEP monitoring will track whether engagement under THRIVE is timely, inclusive, responsive, and consistent with ESS10. Monitoring will cover disclosure, consultations, participation of vulnerable groups, GRM performance, SEA/SH referral protocols, stakeholder feedback, and the extent to which engagement results inform project decisions.

The MoFAFET PMU will consolidate monitoring for Components 1 and 3, while the MTHUD -PMU will monitor Component 2 through its TISs and site-level arrangements. TISs, contractors, supervision consultants, community liaison staff, GRM focal points, and SEA/SH focal points will provide routine data to the relevant PMU. PMUs will consolidate this information for quarterly internal review, stakeholder reporting, and World Bank reporting.

6.1 Reporting to Stakeholders

Reporting to stakeholders will be regular, accessible, and focused on project progress, consultation outcomes, grievance trends, corrective actions, and how stakeholder feedback has influenced implementation. Updates will be provided through community meetings, information boards, MSP/SE Platform dialogues, coordination meetings, project and ministry websites, printed IEC materials, and targeted digital messaging in Sinhala and Tamil.

6.2 SEP Monitoring Indicators

SEP monitoring indicators will assess the reach, quality, inclusiveness, responsiveness, and accountability of stakeholder engagement. Indicators will be disaggregated by location, stakeholder group, sex, age, disability, language, and vulnerability status where feasible, and will be used to adjust engagement methods during implementation.

Table 14: SEP Monitoring Indicators

Area of Monitoring	Indicator	Frequency of Monitoring	Responsible Entity
Consultation Activities	Number of consultations held with stakeholders (disaggregated by location, gender, and stakeholder group type)	Monthly / Quarterly	TISs, PMU Social Team
	Number of stakeholder groups reached (e.g., women, youth, vulnerable groups, minority communities)	Monthly / Quarterly	TISs, PMU, Local Officials
Information Disclosure	Number of project information materials distributed (leaflets, posters, brochures, newsletters)	Quarterly	TISs, PMUs
	Number of updates posted on information boards, ministry portals, and project websites	Quarterly	TISs, PMUs
GRM Functionality	Number of grievances received and registered (disaggregated by gender, type, and location)	Monthly	GRM Focal Points, TISs, PMUs
	Percentage of grievances resolved within agreed timelines	Monthly	GRM Officers, PMUs
	Number of SEA/SH cases reported and referred through survivor-centered protocols	Ongoing (immediate	PMUs, PIUs, SEA/SH Focal

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Area of Monitoring	Indicator	Frequency of Monitoring	Responsible Entity
		reporting)	Points
	Percentage of SEA/SH grievances resolved with survivor confidentiality maintained	Ongoing	SEA/SH Focal Points
Stakeholder Reporting	Number of stakeholder reporting meetings conducted (coordination meetings, SE Platform dialogues)	Quarterly	PMUs, TISs
	Number of issues raised through SE Platform and addressed by implementing agencies	Quarterly	PMUs, PIUs
Inclusive Participation	Percentage of stakeholder engagement events with active participation of women, youth, and vulnerable persons (disaggregated by gender, age, and vulnerability status)	Monthly	TISs, Facilitators
	Number of consultations conducted in local languages (Sinhala and Tamil), with bilingual facilitation and interpreter support where required	Monthly	Field Teams

7. Resources and Responsibilities for Implementation

SEP implementation will be managed through a coordinated structure involving the MoFAFET PMU, MTHUD -PMU, TISs, contractors, consultants, the SE Platform, and community-level mechanisms. Responsibilities are allocated to ensure that disclosure, consultation, GRM operation, SEA/SH protocols, monitoring, and reporting are implemented consistently across components and sites.

A. Project Management Unit (PMU) – National Level

The MoFAFET and MTHUD PMUs will provide overall SEP oversight, appoint qualified Social Development Specialists, consolidate reporting, supervise GRM and SEA/SH protocols, and coordinate with national, provincial, local, and technical agencies. Their role is to ensure that stakeholder engagement remains ESS10-compliant, adequately documented, and integrated into project management and safeguards decision-making.

B. Technical Implementation Support (TISs) – Local Level

TISs under the MTHUD PMU, including those linked to UDA and CMC, will serve as the field-level mechanism for SEP implementation. They will coordinate local consultations, involve relevant line agencies and community representatives, maintain regular communication with affected communities, support GRM intake, and submit quarterly SEP monitoring inputs to the PMU.

C. Stakeholder Engagement (SE) Platform

The Stakeholder Engagement Platform will provide a structured forum for dialogue among government, local authorities, civil society, community representatives, private sector actors, and technical partners. It will support coordination, feedback integration, review of grievance trends, and participatory monitoring, including through social audit and community-based mechanisms where appropriate.

D. Contractors and Consultants

Contractors and supervision consultants will implement SEP requirements at work sites, document

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engagement with affected persons, support first-line grievance intake, report community health and safety issues, and comply with SEA/SH prevention, Code of Conduct, and worker grievance requirements. Mandatory orientation will be provided before mobilization and refreshed during implementation.

7.1 Resources

Adequate human, financial, logistical, and communication resources will be allocated for SEP implementation. Resources will cover staffing, consultations, disclosure, translation, GRM operations, SEA/SH referral arrangements, monitoring, and reporting, with allocations reviewed annually and adjusted based on implementation needs and stakeholder feedback.

A. Human Resources and Staffing

Dedicated staff will be assigned at PMU, TIS, contractor, and consultant levels to support stakeholder engagement, GRM operation, SEA/SH referral protocols, disclosure, field communication, and monitoring. Core staffing responsibilities are summarized in Table 16.

Table 15: Human Resources and Staffing for SEP implementation

Level	Designation	Key Responsibilities
National (PMUs)	Social Safeguard Specialist	Overall coordination of SEP and GRM implementation; reporting to WB; training and capacity-building; SEA/SH protocol oversight
TIS Level	E&S Focal Persons of TIS)	Oversee SEP and GRM at implementation unit levels; supervise divisional-level implementation; monitor SE Platform activities
Project Contractors/Consultants	Social, Environmental/ Safety Officers	Day-to-day community engagement during construction and service delivery; first-line GRM reception

7.2 SEP Implementation Institutional Responsibilities

Institutional responsibilities for SEP implementation are summarized in Table 17. The allocation of roles clarifies accountability for coordination, disclosure, consultation, GRM operation, SEA/SH focal points, site-level liaison, and reporting across PMUs, TISs, contractors, and implementation partners.

Table 16 : SEP Implementation Institutional Responsibilities

Function	
Overall SEP coordination	• MoFAFET PMU (Social Development Specialist) • MTHUD PMU (Social Development Specialist)
Component 2 community engagement	MTHUD PMU (Social Development Specialist)
Site-level community liaison	Civil work Contractor's Staff
GRM operation and tracking	Both PMUs (jointly)
SEA/SH focal point	Designated trained focal points in each PMU/TIS
Disclosure and communication	• MoFAFET PMU (Social Development Specialist) • MTHUD PMU (Social Development Specialist)

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A. Budget Allocation

A dedicated SEP budget will be maintained by the PMUs, with sub-allocations to TISs and relevant implementing entities. The budget will finance staffing, field consultations, disclosure materials, translation, ICT tools, GRM operations, SEA/SH referral arrangements, monitoring, and reporting. Indicative allocations are summarized in Table 18 and will be reviewed annually.

Table 17 : Indicative SEP Budget for the THRIVE- Colombo Project

Budget Line	Estimated Amount (LKR)
Preparation-phase consultations	6,700,000
Implementation-phase community engagement	14,300,000
Staffing and allowances	10,000,000
Communication campaigns and disclosure materials	7,700,000
GRM operations and helpdesk	5,000,000
SEA/SH survivor support mechanisms	3,000,000
Monitoring, surveys, and reporting	2,000,000
Total	**[5]48,700,000**

B. Infrastructure and Logistical Support

SEP implementation will be supported through accessible physical and digital infrastructure, including meeting venues, transport support where needed, notice boards, project communication channels, and digital disclosure platforms. PMUs will manage central resources and allocate support to TISs and the MSP based on field needs, grievance trends, and implementation priorities.

[5] Tentative amount

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8. Annexures

Annex 1: Summary of Consultations Managed by WPC-PMU

Date	Organized by	Participated	Topic	Conclusions
07.04.2026	MSD/ERD	WPC/MoT/Treasury	Initiation of PMU-THRIVE	Appointment of Project Management Unit Focal Point - THRIVE Project - W.P
07.04.2026	ERD	PMU-WPC/WPC/Treasury Department / PMU – MoT (Component 1,3)/ NPD/ Team WB	About the further plans of THRIVE Project	Initiation of PMU and recruitment of project staff
21.04.2026	World Bank	PMU - WPC	Basic of the World Bank Procurement guidelines	Procedure to Hire a Consultant Under World Bank Procurement Regulations (PR)
23.04.2026	World Bank	PMU- WPC	Financial Management Meeting	Basic of the WB FM and the Financial Management Questionnaire (FMQ)
24.04.2026	World Bank	PMU -WPC	Online session of procurement in STEP system.	Familiarized of STEP system
27.04.2026	PMU-WPC	WB/PIU - UDA/Western Province Tourist Board	Concept design for the Kotte area in place based on a comprehensive master plan including The Wetland Heritage Trail, Wetland Parks, and Ape Gama.	- UDA presented their plan for proposed trail in parliament line. - And they said that UN GEF grant also doing same developing in Kotte trail, but then PMU WPC verified it using resources in Environment ministry, they highlighted only green eco transport. - Trail expert by WB (Mr. Miguel Cunat) explained his trail that created in Kotte Area.
29.04.2026	PMU-WPC	Emotional Intelligence and Life Skills Training Team (Gte) Ltd. (Mr. Prasad Jayasinghe)	Capacity building of PMU/WPC relevant Staff of THRIVE	He suggests improving tourism and sustainability by promoting mental well-being activities, eco-friendly transport, cultural events, and biodiversity conservation initiatives.
06.05.2026	PIU- CMC	PMU -WPC Participated.	Business plan and rehabilitation activities for Old Townhall and Edinburgh market	Participants discussed environmental and social issues, particularly the need to assess and consult affected vendors regarding temporary or permanent relocation, income impacts, and livelihood restoration. Concerns were raised about the misuse of the Old Town Hall by certain occupants, highlighting the need to categorize businesses and verify their legal status. The preparation

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Date	Organized by	Participated	Topic	Conclusions
				of a business plan for Edinburgh Market and rehabilitation activities was emphasized, including options for vendors to remain, relocate with support, or receive alternative assistance.
11.05.2026	World Bank	PMU -WPC	Fiduciary Training Session for THRIVE PMU Staff	Further details about Procurement and Financial Management.
11-13.05.2026	World Bank	PMU-WPC/PIU-CMC and UDA via online	Regional Workshop on Land Valuation and Land Acquisition Reforms in South Asia	Taking comprehensive knowledge about land valuation and acquisition practices.
19.05.2026	PMU-WPC	WB/PIU- UDA/ Western Province Tourist Board	Obtaining the relevant approval for the development of the General Post Office building under the THRIVE Project	Sent a letter to the Head of the Post Master to get approval for the development of the Central Post Office building under the THRIVE Project.
20.05.2026	PMU-WPC	WB/PIU-CMC and UDA/SLLDC/ Western Province Tourist Board	Finalization of Heritage Trails and Placemarks	- Discussed 3 suggested trails for Kotte trail and 5 trails for Fort area.
01.06.2026			Discussion and Finalization of Archaeological Trail and Ape Gama Project Activities under THRIVE project	- Joint Meeting: Organize a meeting with the Ministry of Cultural Affairs, the National Craft Council, and the UDA to align the Ape Gama plans with the broader trail project. - Quantity Survey: Conduct a survey to determine the number of obstacles and private plots requiring acquisition to create a contiguous trail along. - The Project Management Unit (PMU) must coordinate quickly between the UDA, Department of Archaeology, and SLLDC to ensure a unified design for the trails and sidewalks ramparts.
03.06.2026	PIU- CMC	PMU -WPC/ (Archeological expert)	About designs for Old town hall building. And designs for Chatham Street.	- Designs received by PMU-WPC for prepare assessment report like ESMF.

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Date	Organized by	Participated	Topic	Conclusions
05.06.2026	PMU - MoT	PMU -WPC Participated.	Proposed Tourism Sector MSME Development and Incubation Fund	- Discussed about Component 3 - Promoting Tourism Entrepreneurs, Enterprises & Public Private Partnerships
08.06.2026	PMU - WPC	MAS Holdings	Stakeholder meeting and ideas of MAS Sustainable Change	- Their (MAS) suggestions focused on sustainability, wellness, and community development. They recommended climate change adaptation measures, weather monitoring systems, and solar energy for hotels. They also proposed creating tree networks, improving air quality, promoting healthy cooking practices, and developing butterfly-friendly green spaces. In addition, they suggested Ayurvedic wellness programs, meditation facilities, year-round events, and support for local trade and businesses.
10.06.2026	World Bank	PMU -WPC Participated.	OHS Pictorial Guideline Validation Workshop for E&S specialists SL and MV	Taking aware about E&S compliance.
10.06.2026	PIU-UDA Focal point	PMU -WPC	Future subproject of THRIVE	- Gathered information that they already design for Beire lake and Old Post Office building.
11.06.2026	World Bank	PMU -WPC and PMU - MoT	Organize Stakeholder Consultations and Document in the SEP	- Finalize the dates for the stakeholder meeting - 25.06.2026 (Private sector 10.00 – 12.00 at WPC) 26.06.2026 (government sector 10.00- 12.00 at MoT) - And the finalize the list who want to invite
26.06.2026	PMU - MoT	PMU-WPC, PMU-MoT, Tourism Authority, SLITHM, WB, IFC, CMC, Participated.	Government Sector stakeholder consultation	- The discussion focused primarily on Components 01 and 03, which fall under the purview of the Ministry of Foreign Affairs, Foreign Employment and Tourism. The establishment of Destination Management Companies (DMCs) under the THRIVE Project and the types of tourism businesses eligible for funding under this initiative were discussed in detail. The discussion also focused on the procedures for transferring

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Date	Organized by	Participated	Topic	Conclusions
				World Bank funds to the Destination Management Companies. - The discussion also focused on the need to build the capacity of the Sri Lanka Institute of Tourism and Hospitality Management (SLITHM) and the Sri Lanka Tourism Authority. It also addressed the revision of the Sri Lanka Tourism Strategy and the Tourism Act.

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Annex 2: Summary of Consultation Program conducted for CMC, June 15, 2026

Date	Organized by	Topic	Special Conclusions
15.06.2026	PMU & CMC	• Overview of the way forward of THRIVE project. • General awareness made regarding Environmental and Social Framework-WB. • ESS-1, Assessment and Management of Environmental and Social Risks and Impacts (ESS-1 WB) • ESS-2. Labor and Working Conditions. • ESS-3. Resource Efficiency and Pollution Prevention and Management. • ESS4: Community Health and Safety. • ESS5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement • ESS6: Biodiversity Conservation and Sustainable Management of Living Natural Resources. • ESS7: Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities. • ESS8: Cultural Heritage. • ESS9: Financial Intermediaries. • ESS10: Stakeholder Engagement and Information Disclosure	Assess risks, prepare E&S instruments, implement mitigation measures, monitor and report. Ensure fair employment, workers' rights, OHS, non-discrimination and a worker GRM. Promote resource efficiency and prevent/control pollution. Protect communities from construction, traffic, emergency and security risks. Avoid/minimize involuntary resettlement; compensate and restore livelihoods where unavoidable. Protect biodiversity, natural habitats and sustainable use of natural resources. Protect rights, culture, livelihoods and ensure meaningful consultation. Identify and protect tangible and intangible cultural heritage. Ensure FIs assess and manage E&S risks in financed activities. Conduct meaningful consultation, disclose information and maintain an effective GRM.

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Attendance of Consultation Program conducted with CMC[6]

SN	Designation	Organization	Gender
01	Mayor	Colombo Municipal Council (CMC)	Female
02	Deputy Mayor	CMC	Male
03	Commissioner	CMC	Male
04	Deputy Commissioner	Western Province Council (WPC)	Female
05	Project Director	THRIVE Project	Male
06	Consultant-Social Safeguard	World Bank (WB)	Male
07	Consultant-Environmental	WB	Female
08	Safeguard Specialist	THRIVE	Male
09	Engineer	CMC	Male
10	Deputy Director	Urban Development Authority (UDA)	Female
11	Chief Architecture	CMC	Male
12	Structural Engineer	CMC	Female
13	Engineer-Construction	CMC	Female
14	Engineer-Traffic	CMC	Female
15	Eng. Deputy Director-Design	CMC	Male
16	Chief Architect	CMC	Female
17	Eng. Director-Technical	CMC	Female
18	Architect	CMC	Female
19	Architect	CMC	Female
20	Engineer	CMC	Male
21	Environmental Specialist	THRIVE	Male
22	Environmental Assistant	THRIVE	Male
23	Engineer-Drainage	CMC	Male
24	Assessor	CMC	Male
25	AI Assistant	CMC	Male
26	Chief Legal Officer	CMC	Female
27	Fire Officer	CMC	Male
28	Fire Officer	CMC	Male
29	SAS	WPC	Female
30	Deputy Director-Engineer (SWM)	CMC	Male
31	Director-SWM	CMC	Female
32	R and D Eng.-SWM	CMC	Female
33	Deputy Director-SWM	CMC	Male
34	Engineer-Drainage	CMC	Female
35	Deputy Director-Engineer	CMC	Female

[6] Signed attendance sheets are available with PMU MTHUD.

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Annex 3: Summary of Consultations conducted for Private Sector Individuals and Institutions

Stakeholder Consultation Report: THRIVE Project

Target Audience: Private Sector Individuals and Institutions
Date of Consultation: June 25, 2026

1. Executive Summary & Cross-Cutting Requests

The consultation session engaged key private sector and non-governmental stakeholders to align the THRIVE Project's initiatives with sustainable, nature-based, and eco-tourism frameworks in the Western Province.

- **Digital Presence:** All stakeholders universally requested the creation of an official website for the THRIVE Project. This platform must serve as a transparent repository where all relevant project declarations, frameworks, and documents are made publicly accessible.
- **Local Inclusivity:** Audience members queried the project's framework regarding local capacity building. They emphasized the need to create structured opportunities for local designers and university students to actively participate in the conceptual and design phases of THRIVE sub-projects.

2. Institutional Alignment & Heritage Planning

Urban & Historical Integration

- **Consolidation of Historical Data:** A vast wealth of research and planning regarding heritage and wetland preservation has already been executed under previous urban development initiatives. The THRIVE Project must actively collect and synthesize these existing historical datasets and heritage plans.
- **1984 Sri Jayawardenepura Development Plan:** Specific emphasis was placed on retrieving the 1984 Sri Jayawardenepura Development Plan, which targeted the "Garden City" concept of Colombo. The THRIVE Project must leverage these foundational plans to develop eco-tourism assets across the urban and semi-urban corridors of the Western Province.

Kotte Heritage Foundation & Cultural Infrastructure

- **Inter-Agency Collaboration:** Stakeholders requested the mandatory presence of the Department of Archaeology in all future THRIVE heritage-related discussions to avoid systemic gaps.
- **Community-Level Consultation:** The Urban Development Authority (UDA) was pointed out for failing to consult ground-level organizations and local residents during past initiatives, such as trail developments. The THRIVE Project must adopt a bottom-up approach.
- **Archaeological Protections & Encroachment:** While acknowledging that Kotte's archaeological remains are structurally different from the monumental ruins of Anuradhapura, stakeholders highlighted that the Kotte Rampart is the longest rampart in Sri Lanka. It faces daily illegal encroachment. Regulators must implement stringent, mandatory archaeological clearances (distinct from environmental clearances) for all local developments.
- **Exploratory Funding:** Historical records indicate that Kotte's inner-house structures were built by the Portuguese, though associated historic tunnels have not yet been physically located. It was requested that THRIVE funds be allocated to locate and excavate these tunnels to build a high-yield tourist attraction.

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- **Infrastructure & Marketing:** Specific infrastructure upgrades are urgently required for the Kotte Heritage site. Stakeholders recommended launching an **Annual Cultural Festival** at the "Light of Asia" premises, backed by a robust, professional marketing strategy.
- **Colombo Fort Transformation:** A proposal was submitted to elevate Colombo Fort into an international gem and jewelry harbor to maximize luxury tourist spending.

3. Sustainable Mobility, Finance, and Destination Logistics

Vehicle Association Representative

- **Green Fleet Transition:** To address climate change vulnerabilities, the tourism and heritage sectors must transition exclusively to environmentally friendly vehicles. To incentivize operators, the government and the THRIVE Project should facilitate soft-loan facilities for purchasing electric or eco-friendly vehicles.
- **Asset Accessibility:** Tourists should be granted structured access to the historic Colombo Municipal Council (CMC) building I.e. current premises to enrich urban heritage trails.
- **Foreign Exchange Regularization:** Concerns were raised that a significant portion of tourism revenue bypassing formal banking channels may feed the informal "black money" economy. The government should allow local tourism businesses to seamlessly open and operate Resident Foreign Currency (RFC) accounts to capture national income efficiently.
- **DMC Engagement:** Destination Management Companies (DMCs) must be integrated into continuous consultation loops to properly position these new initiatives within global travel itineraries.

4. Environmental Conservation & Wetland Ecosystems

Handun Diviya / Fishing Cat Conservation

- **Habitat Preservation:** The Kotte and Beddagana Wetland Ecosystems serve as critical habitats for threatened biodiversity, specifically the endangered Fishing Cat (*Prionailurus viverrinus*). The primary project directive must be an absolute halt to the loss or degradation of wetlands, marshes, canals, seasonally inundated lands, paddy fields, and riparian vegetation.
- **Development Restrictions:** THRIVE sub-projects must strictly avoid wetland infilling, artificial drainage, broad vegetation clearing, unnecessary bank hardening, and the conversion of natural buffer margins into buildings, roads, or parking spaces.
- **Microplastic Pollution Prevention:** Scientific research has confirmed the presence of plastic polymers in fishing cat scats collected from Diyasaru Park and Beddagana Wetland Park (found alongside mammal, bird, and freshwater fish remains). Project frameworks must actively prevent untreated wastewater, polluted stormwater, construction sediment, and solid waste from entering these water systems.
- **Mitigation Infrastructure:** Gross-Pollutant Traps (GPTs) should be installed at all identifiable urban drainage outlets feeding into the wetlands.
- **Inland Rescue Center:** Stakeholders proposed utilizing World Bank funds to establish an Inland Wildlife Rescue Center, operated under strict global conservation guidelines, to treat injured or displaced urban wildlife.

5. Wellness Tourism & National Branding

The "Blue Market" Initiative

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- **Niche Prioritization:** Sri Lanka possesses an ideal landscape of mountains and water systems to capture the high-value "Blue Market" within global wellness tourism. Sub-projects should prioritize medical tourism (including specialized dentistry and advanced hair care) paired with spiritual tourism assets, such as dedicated meditation and yoga centers.
- **Knowledge Sharing:** Stakeholders recommended hosting a **"Blue Mind Conference"** to bridge the gap between ecological research, neuro-conservation, and wellness tourism.
- **Unified National Theme:** Sri Lanka currently lacks a cohesive marketing message for staple exports like Ceylon Tea. The country requires a strong, unified national tourism theme, such as reclaiming the historic **"Pearl of Asia"** branding.

6. Nature-Based Tourism & Guide Interpretation

Young Zoological Association (YZA) of Sri Lanka

- **High-End Natural Interpretation:** Nature-based tourism in Sri Lanka currently suffers from a lack of sophisticated natural interpretation. To capture high-end, luxury travelers, tour guides must be thoroughly educated in advanced natural sciences.
- **The Power of Storytelling:** Training modules must emphasize engaging storytelling techniques rather than dry fact-listing to convey the value of Sri Lanka's wildlife effectively.
- **DWC Collaboration:** THRIVE must coordinate with the Department of Wildlife Conservation (DWC) to streamline training and minimize administrative restrictions for tour operators executing standard nature-based excursions.
- **Gotatuwa Night Safari:** Stakeholders requested that the THRIVE Project explore the feasibility of developing the Gotatuwa wetland area into an eco-friendly night safari destination, utilizing World Bank funding to conduct initial environmental impact and logistics assessments.

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Attendance of consultations conducted with Private Sector Individuals and Institutions, June 25, 2026[7]

SN	Designation	Organization	Gender
01	Project Director	THRIVE Project	Male
02	Chief Secretary	WPC	Male
03	Chief Architect	CMC	Female
04	Director-Eng.	WPC	Female
05	Archeologist	Galle Heritage Foundation	Male
06	Chairman	Kotte Heritage Foundation	Male
07	President	Water and Mountain Tourism	Male
08	Environmental Safeguard Expert		Male
09	Director	Kotte Heritage Foundation	Male
10	Research Coordinator	Urban Fishing Cat Conservation	Male
11	President	Young Sociologist Association of Sri Lanka	Male
12	Lecturer	University of Colombo	Male
13	Charmen	WOTB	Male
14	President	K.H.F	Male
15	Vice President	Guide Association	Male
16	President	C.T.G.L.A	Male
17	Fog/SL	University of Colombo	Male
18	Architect	Team Architecture	Male
19	President	Wetland Guide Association (WGA)	Female
20	Member-WGA	WGA	Female
21	Head of Risk Suitability and ESG	FINCD Holdings	Female
22	Senior Lecturer	University of Colombo	Female
23	IFC-World Bank	World Bank	Female
24	VP-Young Zoologist Association	Environmental Action Committee	Male
25	Development Officer	WPC	Female
26	MSO	WPC	Female
27	Garden In-Charge	Parliament of Sri Lanka	Male
28	Board Officer	L.R.D.C	Male
29	Manager	Finance	Male
30	Manager	Diyatha Uyana Swim Boat	Male
31	Director	Silver Circle	Female
32	Founder	Tea Herald	Female
33	Senior Manager- Administration	WNPS	Female
34	Architect	CMC	Female
35	Architect	CMC	Female
36	Environmental Specialist	WB	Female
37	Social Specialist	World Bank	Female
38	Lead Private Sector Specialist	World Bank	Female
39	Director	MASFFC	Female
40	Arrange and Partnerships Associate	MASFFC	Male
41	Assistant Manager	MASFFC	Male
42	Director	Wild Wave Kayaking (Pvt)	Male
43	Director	Wild Wave Kayaking (Pvt)	Male
44	Archeologist	PGIAR	Male
45	TTL	WB	Female

[7] Signed attendance sheets are available with PMU MTHUD.

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46	Environmental Assistant	THRIVE	Male
47	Management Assistant	WPC	Female

Annex 4: Sample Format for Consultation Progress Updates

Date	Organized by	Participated	Topic	Conclusions

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