

STAKEHOLDER ENGAGEMENT PLAN (SEP)
INCLUSIVE CONNECTIVITY AND DEVELOPMENT PROJECT (ICDP)

MINISTRY OF TRANSPORT, HIGHWAYS AND URBAN DEVELOPMENT
SRI LANKA

Updated for Additional Financing and Concurrent Restructuring

ROAD DEVELOPMENT AUTHORITY

AUGUST 2026

ABBREVIATIONS

Abbreviation	Full term
AF	Additional Financing
AP	Affected Person
CBO	Community-Based Organization
CERC	Contingent Emergency Response Component
CRW	Crisis Response Window
DS	Divisional Secretary
DSD	Divisional Secretariat Division
E&S	Environmental and Social
EAC	Entitlement Assessment Committee
EAP	Emergency Action Plan
EDO	Economic Development Officer
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standard
FGD	Focus Group Discussion
GBV	Gender-Based Violence
GN	Grama Niladhari
GND	Grama Niladhari Division
GoSL	Government of Sri Lanka
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
GSMB	Geological Survey and Mines Bureau
IBRD	International Bank for Reconstruction and Development
ICDP	Inclusive Connectivity and Development Project
IDA	International Development Association
IGP	Independent Grievance Panel
LA	Local Authority
LGRC	Local Grievance Redress Committee
LMP	Labor Management Procedures
MC	Municipal Council
MoTHUD	Ministry of Transport, Highways and Urban Development
NGO	Non-Governmental Organization
NIRP	National Involuntary Resettlement Policy
PAI	Project Area of Influence
PAP	Project-Affected Person
PDO	Project Development Objective
PIU	Project Implementation Unit
PMU	Project Management Unit
PRDA	Provincial Road Development Authority
PS	Pradeshiya Sabha
RAP	Resettlement Action Plan
RDA	Road Development Authority
RF	Results Framework
RoW	Right of Way

RPF	Resettlement Policy Framework
SDO	Social Development Officer
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
SLLRDC	Sri Lanka Land Development Corporation
SLR	Sri Lanka Railways
SLTB	Sri Lanka Transport Board
UC	Urban Council
UDA	Urban Development Authority
VLD	Voluntary Land Donation
WB	World Bank
W-GRM	Workers' Grievance Redress Mechanism

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1. INTRODUCTION

1.1. Background

The Inclusive Connectivity and Development Project (ICDP; P176164) was approved on September 30, 2021, with an IBRD loan of US\$500 million. The project was designed to improve safe, efficient, and climate-resilient connectivity and strengthen agricultural supply chains in selected districts of Sri Lanka. Following the 2022 economic crisis, the project was restructured in 2023 and the Contingent Emergency Response Component (CERC) was activated to finance urgent social protection and agricultural support. The restructuring reduced the road rehabilitation scope under Component 1 from approximately 3,000 km to 1,000 km across 19 districts.

Cyclone Ditwah struck Sri Lanka in late November 2025 and caused severe damage to transport infrastructure across the country. In January 2026, the project activated the CERC for a second time and reallocated US\$10 million to restore priority damaged roads. A proposed US\$110 million IDA Crisis Response Window Additional Financing, together with a concurrent restructuring, will scale up the repair and climate-resilient reconstruction of provincial and local roads, reinstate maintenance for roads rehabilitated under the parent project, finance additional rural road and bridge works, and extend the project closing date to October 31, 2029.

The Additional Financing responds to urgent recovery needs while preserving the project's focus on inclusive rural connectivity. Damaged provincial and local roads and bridges are critical links to markets, schools, health facilities, employment, emergency services, and public transport. The recovery program will prioritize roads damaged by Cyclone Ditwah that restore access to essential services and agricultural markets, satisfy environmental, social, technical, and economic feasibility criteria, and can be reconstructed within existing rights of way.

1.2. Project Description

The proposed revised Project Development Objective is to provide safe, efficient, and climate-resilient connectivity; mitigate the impacts of the economic crisis and support social stability through the provision of immediate needs; and enable an effective response to disaster-related shocks in the road infrastructure sector.

The Additional Financing and concurrent restructuring will: (i) provide US\$110 million from the IDA Crisis Response Window for post-cyclone road recovery and maintenance; (ii) cancel Component 2 and reallocate its remaining US\$15 million, comprising US\$5 million to Component 1 and US\$10 million to Component 3; (iii) reallocate US\$15.06 million in savings from the first CERC to Component 1 for 39 structurally weak bridges; (iv) formalize the second CERC activation; (v) revise the PDO and Results Framework; and (vi) extend the closing date by 36 months to October 31, 2029.

The project components are as follows:

Component 1: Enhancing Safe and Climate Resilient Transport Connectivity (US\$178.81 million, IBRD). This component will continue the rehabilitation and upgrading of rural roads across 19 districts toward the 1,000 km target. It will also finance the rehabilitation or reconstruction of 39 structurally weak bridges using US\$15.06 million in savings from the first CERC and additional rural road works in remote districts using US\$5 million reallocated from Component 2. All works will incorporate road safety and climate-resilience measures. Sub-component 1.3 will cover project management and incremental operating costs for the whole project.

Component 2: Enhancing Supply Chain and Access to Services for Farmers (cancelled). This component will be cancelled because of persistent implementation delays. Its remaining US\$15 million allocation will be reallocated to Components 1 and 3. Although dedicated agricultural supply-chain activities will cease, improved road connectivity will continue to benefit farming communities by improving access to markets and services.

Component 3: Contingent Emergency Response Component (US\$319.94 million, IBRD). The first CERC, activated in response to the economic crisis, has been completed. The second CERC, activated in January 2026 following Cyclone Ditwah, will finance US\$10 million in emergency road and bridge restoration, including debris clearance, access restoration, stabilization of damaged road structures, and repair of small bridges and culverts in accordance with the approved CERC Operations Manual and Emergency Action Plan.

Component 4: Cyclone Ditwah Provincial and Local Road Recovery (US\$110 million, IDA CRW). This new component will finance the repair and reconstruction of approximately 500–600 km of provincial and local roads damaged by Cyclone Ditwah and the maintenance of approximately 1,000 km of roads rehabilitated under the parent project. Specific road sections will be confirmed during implementation using an agreed selection framework and prioritization criteria. Component 4 comprises emergency road repair and reconstruction; maintenance of parent-project roads; technical assistance and capacity building on climate-resilient design, slope stabilization, maintenance planning, and road asset management; and project management, supervision, and monitoring and evaluation.

Road selection under Component 4. Priority will be given to: (i) roads damaged by Cyclone Ditwah; (ii) provincial and local roads owned or managed by Provincial Councils or local governments; (iii) roads that restore access to agricultural markets and essential services; (iv) roads with a minimum right of way of 4.5 m; and (v) roads that meet environmental, social, technical, and economic feasibility criteria. Roads in landslide-prone areas or with irrigation interfaces will require review and clearance by the competent technical authorities before works begin. Selection criteria, proposed road lists, reasons for inclusion or exclusion, and implementation schedules will be communicated transparently to affected communities.

1.3. Objectives of the Stakeholder Engagement Plan

This Stakeholder Engagement Plan has been updated for the Additional Financing and concurrent restructuring in accordance with the World Bank Environmental and Social Framework, particularly Environmental and Social Standard 10 on Stakeholder Engagement and Information Disclosure. It provides a systematic, inclusive, and proportionate approach to engaging project-affected parties and other interested parties throughout road selection, design, construction, maintenance, handover, and monitoring.

The SEP will: (i) identify stakeholders, including disadvantaged or vulnerable groups, and assess their interests, influence, and access barriers; (ii) disclose timely, relevant, understandable, and accessible information on road selection, designs, construction schedules, traffic management, environmental and social risks, mitigation measures, maintenance, and grievance channels; (iii) enable meaningful consultation in Sinhala, Tamil, or English, as appropriate, using methods suited to stakeholder needs; (iv) document feedback and explain how it has influenced project decisions; (v) define the responsibilities of the PMU, RDA, PRDAs, local authorities, supervision consultants, and contractors; and (vi) maintain accessible project and worker grievance mechanisms, including confidential pathways for sensitive complaints.

The Project Management Unit under the Road Development Authority will implement and periodically update this SEP. Site-specific engagement plans will be prepared where needed for individual road or bridge packages. Engagement records will identify participants, issues raised, commitments made, responsible parties, deadlines, and the status of follow-up. Updated versions of the SEP and site-specific instruments will be disclosed when material changes are made to project scope, risks, locations, or implementation arrangements.

1.4. Potential Social and Environmental Risks and Impacts

The project is expected to restore reliable access to markets, schools, health facilities, jobs, emergency services, and public transport; reduce travel time and road-user costs; improve road safety; support short-term employment; and strengthen the resilience and service life of road assets. The Environmental and Social Risk Classification remains **Substantial** because works will be geographically dispersed and may occur in steep, flood-prone, landslide-prone, environmentally sensitive, and densely settled locations. The principal risks and corresponding engagement priorities are summarized below.

Environmental risks

- Flooding, landslides, slope instability, erosion, sedimentation, and inadequate drainage, particularly in high-risk terrain. Communities and competent technical agencies will be consulted on local hazard history, drainage patterns, access constraints, and proposed resilience measures.
- Temporary dust, noise, vibration, emissions, waste, spoil, water pollution, vegetation clearance, and disruption from quarries, borrow pits, asphalt plants, material transport, and earthworks. Site-specific instruments will disclose mitigation measures, monitoring responsibilities, and complaint channels.
- Occupational and community health and safety risks, including unsafe work zones, traffic diversion, construction vehicles, machinery, excavation, and restricted access. Contractors will provide advance notice, traffic-management information, safety awareness, and emergency contact details.
- Potential impacts on biodiversity, cultural heritage, water resources, protected or sensitive areas, and irrigation infrastructure. Screening, exclusion criteria, technical clearance, and targeted consultation will be completed before works commence.

Social risks

- Temporary restrictions on access to homes, businesses, farms, schools, health facilities, places of worship, and public transport, together with possible livelihood disruption during construction. Access arrangements and schedules will be agreed with affected users and communicated in advance.
- Residual land, crop, structure, or livelihood impacts within existing rights of way, including impacts on non-titleholders and roadside users. Land acquisition for road widening is not permitted under the Additional Financing; any unavoidable impacts will be managed in accordance with the Resettlement Policy Framework.
- Community dissatisfaction or conflict over road selection, prioritization, sequencing, or exclusion where needs exceed available financing. Selection criteria, decisions, and reasons will be disclosed transparently, with opportunities for feedback and appeal through the grievance mechanism.
- Exclusion of women, persons with disabilities, older persons, low-income households, estate communities, minority-language groups, remote settlements, and other disadvantaged or vulnerable people from consultations and project benefits. Differentiated outreach, accessible venues, suitable timing, language support, and focused consultations will be used.
- Labor-related risks, including occupational health and safety, terms and conditions, worker conduct, labor influx, and risks of sexual exploitation and abuse or sexual harassment. Codes of conduct, worker training, the worker grievance mechanism, and confidential referral pathways will apply.
- Institutional and coordination risks among the RDA, PRDAs, Provincial Councils, local authorities, technical agencies, supervision consultants, and contractors, particularly for slope stabilization, road maintenance, and asset handover. Roles, consultation points, records, and follow-up responsibilities will be defined for each package.

2. REGULATIONS AND REQUIREMENTS

2.1. National Requirements for Stakeholder Engagement

People's rights relating to access to information, consultation, and engagement are recognized in both the Constitution of Sri Lanka and the legal enactments described below.

2.1.1. Constitution of Sri Lanka

People's right to access information is enshrined in the Constitution of Sri Lanka (Chapter III, Section 14A) which advocates that every citizen shall have the right of access to any information as provided for by law, being information that is required for the exercise or protection of a citizen's right held by:

- 2.1.1.1. The State, a Ministry or any Government Department or any statutory body established or created by or under any law;
- 2.1.1.2. Any Ministry or a Minister of the Board of Ministers of a Province or any Department or any statutory body established or created by a statute of a Provincial Council;
- 2.1.1.3. Any local authority; and
- 2.1.1.4. Any other person, who is in possession of such information relating to any institution referred to in sub-paragraphs (a) (b) or (c) of this paragraph.

The Constitution further states that no restrictions shall be placed on the right declared and recognized by this Article, other than such restrictions prescribed by law as are necessary in a democratic society, in the interests of national security, territorial integrity or public safety, for the prevention of disorder or crime, for the protection of health or morals and of the reputation or the rights of others, privacy, prevention of contempt of court, protection of parliamentary privilege, for preventing the disclosure of information communicated in confidence, or for maintaining the authority and impartiality of the judiciary.

2.1.2. Right to Information Act No. 12 of 2016

The Right to Information Act states that whereas the Constitution guarantees the right of access to information in Article 14A, and prescribes that every citizen shall have a right of access to information which is in the possession, custody or control of a public authority (Part 1 Section 3 (1) order to foster a culture of transparency and accountability in public authorities by giving effect to the right of access to information and thereby promote a society in which the people of Sri Lanka would be able to more fully participate in public life through combating corruption and promoting accountability and good governance.

2.1.3. National Environmental Act No. 56 of 1988

Development projects which are designated as 'prescribed projects' by the Minister (in-charge of the subject of environment) require obtaining approval for such projects from the project approving agencies specified by the Minister, disclose the documents prepared for such approval, and respond to the public comments. The National Environmental Act (NEA) of 1988 prescribes that "it shall be the duty of all project approving agencies to require from any Government Department, Corporation, Statutory Board, Local Authority, Company, Firm or individual who submit any prescribed project for its approval to submit within a specified time an initial environmental examination report or an environmental impact assessment report as required by the project approving agency relating to such project and containing such information and particulars as may be prescribed by the Minister for the purpose" (Part IVC, 23 BB).

The NEA further states that "a project approving agency shall on receipt of an initial environmental examination report or an environmental impact assessment report, as the case may be, submitted to such project approving agency in compliance with the requirement imposed under subsection (1), by notice published in the Gazette and in one newspaper each in the Sinhala, Tamil and English languages,

notify the place and times at which such report shall be available for inspection by the public, and invite the public to make its comments, if any, thereon.

Any member of the public may within thirty days of the date on which a notice under subsection (2) is published make his or its comments, if any, thereon to the project approving agency which published such notice, and such project approving agency may, where it considers appropriate in the public interest afford an opportunity to any such person of being heard in support of his comments, and shall have regard to such comments and any other materials if any, elicited at any such hearing, in determining whether to grant its approval for the implementation of such prescribed project. Where approval is granted for the implementation of any prescribed project, such approval shall be published in the Gazette and in one newspaper each in Sinhala, Tamil and English languages.

2.1.2. National Involuntary Resettlement Policy (NIRP), 2001

In reference to resettlement of persons displaced by development projects, the policy principles of the National Involuntary Resettlement Policy (NIRP) of Sri Lanka stipulate that “Resettlement should be planned and implemented with full participation of the provincial and local authorities”. Furthermore, its policy objectives require that all affected people are made aware of processes available for the redress of grievances that are easily accessible and immediately responsive.

2.2. World Bank Requirements for Stakeholder Engagement

The World Bank’s Environmental and Social Framework (ESF)’s Environmental and Social Standard (ESS) 10, “Stakeholder Engagement and Information Disclosure”, recognizes “the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice” (World Bank, 2017: 97). Specifically, the requirements set out by ESS10 are the following:

- Borrowers will engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts.
- Borrowers will engage in meaningful consultations with all stakeholders. Borrowers will provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.
- The process of stakeholder engagement will involve the following, as set out in further detail in this ESS: (i) stakeholder identification and analysis; (ii) planning how the engagement with stakeholders will take place; (iii) disclosure of information; (iv) consultation with stakeholders; (v) addressing and responding to grievances; and (vi) reporting to stakeholders.
- The Borrower will maintain and disclose as part of the environmental and social assessment, a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was taken into account, or the reasons why it was not.” (World Bank, 2017: 98).

2.3. Stakeholder Engagement Plan and Disclosure

This SEP was disclosed publicly prior to close of project appraisal. The objective is to establish a systematic approach for stakeholder engagement, maintain a constructive relationship with them, consider stakeholders’ views, promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life-cycle, and ensure that appropriate project information is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner. The project will set up a project-specific Grievance Redress and Feedback Mechanism for people to report concerns or complaints if they feel unfairly treated or are affected by any of the sub-

projects.

The underlying principle of stakeholder engagement for the project will be that engagement shall be: a) free of manipulation, and b) free of interference, coercion, and intimidation, and conducted based on timely, relevant, understandable and accessible information, in a culturally appropriate format. It shall involve interactions between project's stakeholders and shall provide stakeholders with an opportunity to raise their concerns and opinions and shall ensure that this information is taken into consideration when designing the project and making decisions.

This SEP is a living document and will be updated throughout the project lifecycle. If significant changes are made to the SEP, the Borrower has to disclose the updated SEP (World Bank, 2017: 99). According to ESS10, the Borrower should also propose and implement a grievance mechanism to receive and facilitate the resolution of concerns and grievances of project-affected parties related to the environmental and social performance of the project in a timely manner (World Bank, 2017: 10).

The structure of the stakeholder engagement plan will be as follows:

- Stakeholder Identification and Analysis
- Stakeholder Engagement Program
- Grievance Redress Mechanism
- Monitoring and Reporting

Annex 2 includes a template on site-specific Stakeholder Engagement Plan.

3. BRIEF SUMMARY OF ADDITIONAL FINANCING STAKEHOLDER ENGAGEMENT ACTIVITIES

The initial stakeholder engagements of the project were with different stakeholder groups, largely using planned consultations held during the process of social and environmental screening of the 08 district roads. Focus of these consultations and discussions were to elicit stakeholders' views and feedback on:

- Current conditions of the roads and difficulties faced by the local communities
- Socioeconomic profiles of the communities living beside the roads
- Nature of improvements, rehabilitation and constructions required in the existing roads
- Access and connectivity to market and other services
- Potential land and livelihoods related Impacts
- Road safety improvements
- Effectiveness of road investments vis-à-vis potential linkages with other infrastructure and services (e.g., markets)
- Gender and personal safety aspects
- Potential risks/impacts during construction

The stakeholders consulted included Grama Niladharis; owners of businesses and commercial establishments; local government representatives, including Social Services Officers and Women Development Officers; road users; community representatives; local residents, including vulnerable groups such as squatters and other non-titleholders living in poverty; individuals representing ethnic minorities; women; older persons; Provincial Road Development Authority representatives; Divisional Secretariat officials; and farmers. Squatters raised concerns about possible impacts on their business premises during road construction and the need to prepare an Abbreviated Resettlement Plan before civil works commenced.

These concerns were considered in the project's mitigation measures. In addition, guidance was included in the Environmental and Social Management Plans for nine roads in Nuwara Eliya District requiring contractors to prioritize local labor, where feasible, to support daily wage laborers in the project area.

A summary of the issues raised and discussed during the initial round of stakeholder engagement is provided in Table 1.

Table 1: Stakeholder engagements during the social and environmental screening process

Venue	Date	Type/ Details of Stakeholder	Key Issues/ suggestions for improvements
Road From Minna to Singara Watta (ICDP/NE/03)	2026/1/6	Grama Niladhari (F) Minna Estrathspey, Grama Niladhari (F) Aulton, Road User (M) . Residents, Member of Local Government (F) Maskeliya, Assistant Manager (M) – Minna Division	Importance to develop this road (I) The road condition is critical after the disaster (II)The livelihood of the community is farming and working in the Tea estate. (III) There were a few bicycle accidents that happened on the road due to damaged conditions. (IV) After the recent bad weather, the road was washed away and has become very dilapidated (V) we hired three-wheelers, and it cost Rs. 1350 for 4 km
Bunyan to Dottella Road (ICDP/NE/05)	2026/1/7	Grama Niladhari Brunswick Division (M) Development Officer Brunswick Division (M) Member of Local Government (M) Resident, Manager Bunyan and Dottella Estate (M), Electrical Engineer (M) Canyon Power Station	Villagers are Sinhala and Tamil, Travel has become difficult because the road was washed away after the disaster. Majority of people living in this area are farmers and laborers. road improvement will have a positive effect on these farmers. Earlier (20years ago) the estate management had done the maintenance of the road but no improvement was done recently. During last several years, no one repaired this road
Dambagolla main road from Ahaswewa to Nayapana (ICDP/NE/07)	2026/1/7	Assistant Divisional Secretary, Kothmale West (F), Grama Niladhari (Damagolla) (M), Member of Local Government- Kothmale Monk (Sri Abhinawaramaya temple) (M), Area Forest Officers (M), Engineer in charge, Kothmale Reservoir, MAoSL Investigation Officer, Land Settlement Department, Kothmale (Resident in the area)	The road has been severely damaged following the disaster. It is very difficult to take a patient to a hospital because the ambulance do not come to the village. Many people especially elderly people and pregnant mothers face troubles in transportation. This road has been seriously damaged over the last few years, and due to that, people have undergone many difficulties and unsafe conditions.
Dayagama East Road (ICDP/NE/12)	2026/1/7	Grama Niladhari (Dayagama East) (M) , Grama Niladhari (Dayagama West) (F) Residents (M), Assistant manager, Dayagama West Estate, Agarapathana Plantations Limited	In the last rainy season, the road was damaged by heavy water from the nearby stream, This development is helpful for transportation of agricultural products and improve the connectivity, Due to the damaged condition of the road, transportation facilities are severely affected. School children and especially elderly people and pregnant mothers face difficulties due to the poor road conditions. A large number of people, including schoolchildren and employees from both the government and private sectors, use this road daily. As the road has not been renovated for a long time, it is currently in poor condition, making

			travel difficult for both pedestrians and vehicles.
Cranley Road (ICDP/NE/13)	2026/1/6	Grama Niladhari (Halbrook) (M), Grama Niladhari (Balmoral) (F) Development Officer (Balmoral) (M) Resident (M), Deputy Manager, Balmoral Division Agarapathana Plantation Limited (M)	There is a concrete macadam and gravel section in the road, but it is badly damaged after the disaster. This development is helpful for transportation of agricultural products connectivity and comes to the hospital quickly, The villagers are farmers and daily wage labours. They have low income and spend a hard lifestyle, The existing road surface is damaged, so this road development is very good. Farmers in the area use this road to transport their agricultural production to market
Road from Warella to Harasbedda Maha Wanguwa via illukpatana and Warallapatana (ICDP/NE/17)	2026/1/8	Grama Niladhari (Werella - Pathana) (F), Economic Development Officer (Werella - Pathana) (F), Grama Niladhari (Thibbotugoda) (F) Coordinator PS- Walapane (M), Divisional Forest Officer (M), Resident (M)	The proposed road development is a much-needed initiative that will bring significant benefits to the community. After disaster, the existing road is in poor condition, The road is now in a very dilapidated condition. The road has been washed away. At present, the road is badly damaged by the disaster. full of potholes and difficult to use, especially during the rainy season, This road has not improved for a very long time. Travel has become difficult at this time. People face lot of troubles in transportation.
Amber Dékar Binganthalawa High Forest Road (ICDP/NE/18)	2026/1/8	Grama Niladhari (Boganthalawa) (M), EDO (Boganthalawa) (M), Resident (M), MP Walapane DS (M), Pusari (M), Chairman /Local Authority -Walapane (M)	Due to the recent disaster, the culvert located about 200 meters from the beginning of the road has been destroyed, completely blocking the road. People are currently unable to cross the road. As a farmer living along this road, I believe the proposed development will bring great relief and benefit to all of us in the village, For many years, this road has remained in a neglected condition, causing great hardship to the people who depend on it for their daily activities.
Old Bridge Leftside road (ICDP/NE/20)	2026/1/8	Grama Niladhari (Kothellana) (M), Development Officer (Kothellana) (M), Chief monk. Sri Vidarshanaramaya Temple (M), Manager Nell Farm (M), Resident (M)	The road condition is very poor after the disaster. The road has been washed away by water flowing over it, People in this area engage in farming activities. They cultivate vegetables. There are tea cultivations along the road. Many of the villagers are daily-wage labourers of the tea estate. People in the area face lot of difficulties. Most of the people are poor and no proper facilities for them, Most of them are from Alu oya, Vidulipura, Polpitiya, and Hangarapiaya areas. There is no public bus; only private bus operating the road. The road has been washed away. It is very difficult to drive the bus in this road because there are many eroded locations and huge potholes
Mayfield road	2026/1/6	Grama Niladhari (Kudu Oya) (M) Assistant	This road is very important to this area.

(ICDP/NE/23)		Superintendent (M), Coordinator PS- Kotagala (M), Resident (M)	Lorries and tractors come to the area to buy vegetables and tea leaves, but they stopped coming due to poor condition of the road, There is a public bus service in the road, but due to the poor condition, the travel time is high, and the journey is very uncomfortable, This road is not been improved for long time. People face huge difficulties in transportation. Vehicular traffic has been disrupted due to damage to the road following the disaster, After the disaster, the road was severely damaged by water flowing across it,
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The consultations informed stakeholders about the project and supported understanding of its conceptual design and feasibility, the benefits of road improvements, and the communities' initial response to the proposed investments, which was positive. They also helped identify ways to minimize adverse impacts by identifying potential project-related risks and challenges at the concept stage. Most stakeholders requested continued consultation during project preparation and implementation through Project GRCs and use of Project website.

In addition to these consultations, executive summaries of the RPF and ESMF were translated into Sinhala and Tamil and disclosed on the project website for comments. The full versions of the ESMF, RPF, LMP, and SEP will be disclosed on the project website within two weeks of receiving World Bank clearance for public comment.

Table 2: Summary of Feedback/Suggestions on Project Documents and ESF Instruments

Venue/Date	Issues Raised by Participants	By Whom	Responses by the Project Team
13/05/2026	Under Inclusive Connectivity and Development Project (ICDP), Provincial Road Development Authority (PRDA) roads and rural roads are planned for improvement and rehabilitation to restore safe and reliable transport connectivity. A significant number of these roads were severely damaged following the impacts of Cyclone Dithwa, which triggered widespread slope failures, landslides, slope instability, and drainage failures, in the Matale areas. The disaster also caused the loss of lives, damaged public and private property, and significantly affected access to essential services, education, healthcare, and local economic activities.	District Secretariat – Matale	The concern on landslide proper drain system and improve the impassable roads
13/05/2026	The (ICDP) project is currently being implemented across 11 Divisional Secretariat Divisions in the Kandy District. Following the unprecedented impacts of Cyclone Dithwa, many rural roads within these areas severely damage due to landslides, slope failures, and drainage failures. Accordingly, the rehabilitation and improvement of the damaged road network have become essential at the moment. The proposed reconstruction works will improve accessibility, facilitate the movement of people	District Secretariat – Kandy	The concern on landslide proper drain system and improve the impassable roads

	and goods, enhance public safety and travel comfort, and strengthen the resilience of the road infrastructure against future climate-related disasters.		
15/05/2026	The project includes the rehabilitation and improvement of several bridges across the district. Following the unprecedented impacts of the cyclone, extensive flooding affected wetlands and surrounding lands, displacing many people and causing severe damage to rural roads and bridge infrastructure. As a result, transportation was disrupted, communities were isolated, and the daily lives and livelihoods of affected residents were significantly impacted. The proposed rehabilitation works will restore safe connectivity and improve the resilience of the transport network.	District Secretariat – Gampaha	The concern on flooding condition, drain system, reconstruct sufficient culverts etc in damaged roads.

4. STAKEHOLDER IDENTIFICATION AND ANALYSIS

For the purposes of the SEP, stakeholders of the proposed Project will be divided into the following core categories: (i) project-affected; (ii) other interested parties; and (iii) vulnerable groups (Table 3). Engagement with all identified stakeholders will help ensure the greatest possible contribution from the stakeholders toward the successful implementation of the project and will enable the project to draw on their pre-existing expertise, networks and agendas. It will also facilitate both the community's and institutional endorsement of the project by various parties. Access to the local knowledge and experience also becomes possible through the active involvement of stakeholders.

Table 3: Stakeholder Identification and Mapping

Affected Parties

- Landowners/ commercial structure owners/house owners in the Project Area of Influence
- Squatters/Encroachers within the existing Right of Way (RoW) of rural roads
- Temporarily affected persons (e.g., mobile vendors)
- Farmers, farmer groups, community orgs
- Road Users/Pedestrians (e.g., traders, employers/employees, commuters, school children, etc.)
- Hospitals, health care facilities and education institutions
- Local/Foreign tourists, pilgrims, worshippers, etc. visiting project area
- Public/private transport operators
- Utility providers (Water, Electricity, etc.)

Other Interested Parties

- Project implementers and partners, including Road Development Authority, Ministry of Highways, PRDA, Divisional Secretariats, GNDs, Department of Agrarian Development (DoAD) and Ministry/Department of Agriculture
- Project-related government agencies such as, including Ministry of Finance, Ministry of Public Services, Provincial Councils & Local Government, Local Authorities such as Municipal Councils, Urban Councils and Pradeshiya Sabahs, Irrigation Department, etc)
- Service providers including Sri Lanka Police, Utility providers (e.g., Ceylon Electricity Board, Sri Lanka Telecom, etc), Central Environmental Authority, Ministry of Health, etc
- Host/Local community
- Community-based organizations (e.g., farmers group, NGOs, environmental NGOs)
- Administrative, political and religious institutions and media
- Contractors and consultants

Disadvantaged and Vulnerable Groups

- Squatters and other non-titleholders living in poverty
- Wage Laborers
- Households below the poverty line
- Differently abled people
- Elderly people
- Illiterate people
- Female headed households
- Female construction workers
- Children and adolescents
- Religious/Ethnic minorities
- Migrant workers

4.1. Project Affected Parties

'Affected Parties' are, persons, groups and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as being most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.

Table 4 provides an assessment of the project's risks and impacts on individuals, groups, local communities, and other stakeholders that may be directly or indirectly or positively or negatively affected by the project, with a focus on those directly and adversely affected by project activities. This assessment further extends to analyzing the level of influence that these different stakeholder groups can exercise over the project preparation and implementation processes.

Table 4: Project's Impact on Affected Parties and their Level of Influence

No.	Stakeholder Group	Impact	Influence
1	Landowners/ commercial structure owners/house owners in the PAI	Moderate	Moderate
2	Squatters/encroachers within existing RoW	High	Low
3	Farmers, Farmer groups (beneficiaries of agro-logistics)	Moderate	Low
4	Road users/pedestrians (e.g., traders, bus commuters, employees/ employers, school children, etc)	High	Moderate
5	Hospitals/Healthcare Centers, educational institutes	Moderate	Low
6	Local/Foreign tourists, pilgrims, worshippers, etc visiting project area	Moderate	Low
7	Temporarily affected persons/households (e.g. mobile vendors)	High	Low
8	Utility services providers (electricity, water, telephones)	Moderate	Low
9	Public/private transport operators, including trishaw drivers	Moderate	Moderate
10	Vulnerable groups (e.g., women construction workers, elderly, PwDs)	Moderate	Moderate
11	Ministry of Finance	High	High
12	Ministry of Highways and Road Development Authority	High	High
13	Ministry of Land, Divisional Secretariat, Survey Department, Valuation Department	Moderate	High
14	Ministry of Public Services, Provincial Councils and Local Government	Moderate	High
15	Provincial Road Development Authority, Ministry of Rural Infrastructure, Ministry of Tourism, Ministry of Sports & Youth Affairs	Moderate	High
16	Local Authorities (Municipal Councils, Urban Councils and Pradeshiya Sabahs)	Moderate	High

4.2. Other Interested Parties

'Other Interested Parties' constitute individuals/groups/entities that may not experience direct impacts from the project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way. They include project implementing agencies, project partners, political institutions, service providers, host communities, civil society organizations, NGOs, religious institutions, political authorities, academic institutions, and project beneficiaries. Table 5 presents the multiple interests of other parties and their level of potential influence over the Project.

Table 5: Interests of other parties and their level of influence over the project

No.	Stakeholder Group	Interests	Influence
SERVICE PROVIDERS			
1.	Police Department, Traffic Police	- To provide reported crash data sets for road safety management - Support augmentation of traffic management system.	High

No.	Stakeholder Group	Interests	Influence
		- Traffic management, especially during construction period and enforcement of law, including traffic laws - GBV prevention and response	
2.	Central Environmental Authority	- Provide necessary approvals on a timely basis (e.g., approvals for disposal site, material sources selection and management) - Monitor environmental aspects (e.g., air quality) related to the project	High
3.	National Building Research Institution (NBRI)	Regulating construction activities within landslide-prone areas	High
4.	Natural Resources Management Centre (NRMC)	- Regulating construction activities and resource management within the areas relevant for optimizing use of land and water resources to improve national agricultural productivity in a sustainable manner. - Conducting research and development programs covering several disciplines (e.g., soil conservation and watershed management, land suitability evaluation, agro-meteorology and climate change, productivity enhancement, etc)	Moderate
5.	Department of Agrarian Development and Department of Agriculture	- Providing for the utilization of agricultural lands in compliance with the agricultural policies of the government - Soil conservation in road rehabilitation	Moderate
6.	Forest Department	- Support/coordination required when road rehabilitation occurs within or adjacent to declared forest areas - Provide support and clearance when roadside trees are to be felled	Moderate
7.	Ministry of Health	- Application of guidelines of Pandemic and other pandemics. - Provision of health care facilities and awareness. - Act as a GBV prevention response actor	Moderate
8.	Mahaweli Authority of Sri Lanka	Allocation of lands belonging to Mahaweli Authority for road rehabilitation, if required	Low
9.	National Physical Planning Department	- Preparation of regional plans, including road access/networks, and provide assistance to Provincial councils and local authorities to do so - Authorize the formulation and implementation of a national physical planning policy with the objective of promoting and regulating integrated planning of economic, social, physical and environmental aspects for the protection of natural amenities, the conservation of natural environment, buildings of architectural and historic interest and places of natural beauty	Low
10.	Urban Development Authority	Ensure that road rehabilitation complies with urban development plan, if relevant	Low
11.	National Road Safety Council	During the construction of the project, safety of the commuters to be considered	High

No.	Stakeholder Group	Interests	Influence
12	Sri Lanka Transport Board (SLTB) and Private Bus Operators Association	- One of the partner organizations for road safety capacity building under the Project. - Participate in the planning of bus operations during the project construction period. - Participate in the planning of priority bus lanes etc. which may be necessary in the Traffic Management system.	Moderate
13.	Divisional Secretariat	- Serve as the chairperson of the GRM - Monitor, follow-up and assist in the process of acquiring lands and resettlement of PAPs - Resolve any encumbrances in the ROW in liaison with the District Coordination Committee (DCC) and other higher authorities	Moderate
14.	Utility Service Providers (Ceylon Electricity Board, LECO, Sri Lanka Telecom, Dialog, National Water Supply and Drainage Board)	- Consider/evaluate possibilities of construction work to avoid/minimize adverse impacts on utility services - Support/coordinate relocation of utilities where necessary and when it is inevitable with the construction work - Restore the utility services in the event of any breakdowns due to civil works of the project	Moderate
15.	Sri Lanka Land Development Corporation (SLDC)	When the road widenings are involved with the low-lying areas	Moderate
16.	Geological Survey Mines Bureau (GSMB)	Issue permits for blasting, quarrying rock, sand etc.	Moderate
17.	Coast Conservation and Coastal Resources Management Department	When road widenings are carried out in/near coastal areas	Moderate
18.	Department of Wildlife Conservation	- Coordination role when road widenings are carried out in areas where wild animal movements are identified (e.g., near sanctuary and wetlands) - Protection of sensitive flora and fauna species (even outside of protected areas)	Low
19.	Department of Irrigation	- Affected when the irrigation structures canals, culverts are interrupted and any related improvements in irrigation structures due to the road widenings - Involve in determining the structure, size and adequacy of irrigation canals during estimation/designing	Moderate
20	Ministry of Plantation	Involved if road rehabilitation occurs within or adjacent to plantation lands	Low
21.	Department of Archaeology	- Access to archaeological and historical monuments may interrupted during road construction/widenings - Coordinate to ensure that archaeological buildings/sites are not adversely affected - Provide support with the chance-find procedure	Low
22.	Sri Lanka Railway	- Manage traffic and construction works in rail crossings during the construction period - Relocation of SLR Warning Systems and any appurtenances whenever required with the road widening	Moderate
HOST/LOCAL COMMUNITY			
23.	Host/Local community surrounding the project areas, who comprise of	Review the outline of the final engineering design of the Project	Moderate

No.	Stakeholder Group	Interests	Influence
	service providers, settlements	• Receive information Ex. base line data on the potential impacts of construction work • Ensure that their properties are not accidentally damaged due to construction work • Ensure that they are protected from construction related impacts such as dust, noise, vibration and any form of misbehaviors of labour teams • Search for opportunities for providing various services to contractor's labour teams	
VOLUNTARY ORGANIZATIONS, NGOS, ACADEMIC INSTITUTIONS AND BANKS			
24.	Community based organizations	• Expectation of regular consultations by the project, including in selection of roads, designs, etc. • Support to ensure community monitoring, effective project implementation and O&M support • Adverse impacts from physical and economic displacement • On-site mitigation and proper compensation for residual impacts of construction	Moderate
25.	NGOs	• Support efficient and effective implementation of the agro-logistics, community infrastructure, and related activities to support farmers and local communities • Support in institutional strengthening and capacity building	Low
26.	Environmental NGOs/ Activists	• Expectations of no harm to the environment, effective on-site mitigation and proper compensation for residual impacts due to development • Conservation of the affected Fauna and Flora, if any	Moderate
ADMINISTRATIVE, POLITICAL AND RELIGIOUS INSTITUTIONS AND MEDIA			
27.	Local and provincial level political authority	• Ensure human needs including but not limited to efficient and safe transport service and accessibility to commuters, supplying amenities and also the uninterrupted project construction works	Moderate/ High
28.	Grama Niladhari	• Serve as the chairperson of GND level GRC • Serve as a conduit for communication for both the community members and the project.	High
29.	Religious institutions	• Ensure efficient and safe transport service and accessibility to commuters and those attending religious functions	Moderate
30.	Press and Media	• Provide publicity on project developments and key activities • Ensure transparency in all activities related to the implementation of the project	Moderate/ High
COMMUTERS			
31	Commuters (public/private transport)	• Avoid adverse impacts caused by disruption/ inaccessibility to public amenities in the project area during construction • Expectations for efficient and safe transport service in the project area	High

4.3. Disadvantaged/Vulnerable Individuals or Groups

‘Vulnerable Groups’ are persons who may be disproportionately impacted or further disadvantaged by the project(s) as compared with any other groups due to their vulnerable status¹¹, and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.

The project may cause physical and economic displacement of vulnerable groups, to be identified during the assessment and preparation of RAPs/ARAPs for the sub-projects. Construction work on the Project and its operations can cause adverse impacts on several other vulnerable and disadvantaged groups as well. They would include the following groups.

- Women workers at the construction site may possibly face gender discrimination in terms of wage disparities, deprivation of their labor rights, and access to reasonable sanitary facilities. They can also be subject to gender-based violence and sexual harassment and exploitation.
- Children and adolescents who had dropped out of school and are from poor families may be motivated to find employment in construction work thereby becoming vulnerable to labor exploitation, sexual harassment and exploitation, and alcohol and drug abuse and sometimes drug peddling.
- The elderly and disabled commuters may experience difficulties in accessing public amenities such as hospitals, due to increased disruptions caused by construction activities or lack of adoption of universal design principles for construction of pedestrian overpasses and bridges.
- Women and girls accessing the pedestrian, junction and public spaces in the project area may be subject to sexual harassment and gender-based violence.
- Squatters and non-titleholders may experience difficulties restoring their livelihoods especially if they are physically and/or economically displaced.

Providing access to information and encouraging their participation in consultations require special measures such as face- to-face verbal communications, public address systems, help desks or a kiosk for reporting incidences of sexual harassments at the project sites, a grievance redress mechanism at the construction site to report incidences of gender-based violence, and a modest travel allowance for their participation in consultative meetings.

Table 6 identifies the communication methods and resources required for the engagement of vulnerable persons and groups in the project.

Table 6: Engagement of vulnerable persons and groups

No.	Vulnerable Groups and Individuals	Characteristics/ Needs	Preferred means of notification/consultation	Additional Resources Required
1	Displaced APs, especially squatters, non-titleholders	Low level of education; engage in informal sector businesses and other activities. Need information on relocation and support for livelihood restoration	Individual and group consultations, leaflets and IEC activities, including PIB	Need special attention through a dedicated social officer and livelihood restoration consultant team
2	APs belonging to ethnic/religious minority groups	Need information on entitlements and support for livelihood restoration	Individual and group consultations, leaflets and IEC activities, including PIB	Need special attention through a dedicated social officer and livelihood

¹¹ Vulnerable status may stem from an individual’s or group’s race, national, ethnic or social origin, color, gender, language, religion, political or other opinion, property, age, culture, literacy, sickness, physical or mental disability, poverty or economic disadvantage, and dependence on unique natural resources.

No.	Vulnerable Groups and Individuals	Characteristics/ Needs	Preferred means of notification/consultation	Additional Resources Required
				restoration consultant team
3	Female construction workers	Low level of education; Can engage only in unskilled worker category. Reluctance to participate. Need awareness on worker rights and forums to report their grievances	Individual and group consultations. Deploy a dedicated female liaison officer to the project site, if relevant. Use specially designed print media.	Meetings to be held only during holidays at convenient times
4	Poor children & adolescents who seek employment in construction work	Low level of education, less attention of the family, prone to external negative influences. Need to educate on risks and dangers at work places	Individual and group awareness programs with videos and printed material.	Mobilize external resource agencies who work with these target groups
5	Poor individuals who will engage in high risk behaviours	Low level of education. Reluctance to participate. Need regular information on law enforcement.	Individual and group consultations with awareness raising programs with videos and printed material. Deploy a dedicated female liaison officer to the project site.	Use law enforcement agencies for awareness raising and arrange meetings at convenient times
6	Elderly and disabled persons	Impairment of hearing, vision and mobility. Need universal access to facilities, for improved mobility.	Multi channelled information flow. Individual consultations or with representatives on project/technical design	Provide information and guidance through a kiosk/helpdesk with visual aids; Use of public address system
7	Female pedestrians	Need safe and secure public spaces for increased mobility	Multi channelled information flow. Consultations with women's groups and women users	Mobilize external resource agencies who work with these target groups
8.	Children and adolescent pedestrians	Need safe and secure public spaces for increased mobility	Consultations with children and adolescent users. Individual and group awareness programs with videos and printed material in schools and other educational institutions.	Mobilize external resource agencies who work with these target groups
9.	Migrant workers	Low level of education; Need awareness on worker rights and forums to report their grievances	Awareness raising and training activities including toolbox talks	Provide information through contractors

4.4. Engagement with Organizations Working on Gender, Child Protection and GBV

The PMU shall identify and engage government agencies, service providers, district and divisional officers, and civil society and community organizations working on gender, child protection, disability inclusion, and GBV as key stakeholders and intermediaries for reaching women, children, adolescents, and other vulnerable groups. It shall maintain an annually updated district-wise register; involve these organizations in consultations throughout project design and implementation on infrastructure safety, road safety, labour influx, worker camps, and risks to women and girls; organize accessible women-only sessions where appropriate; ensure child consultations follow safeguarding protocols; provide information on the GRM and confidential SEA/SH reporting channels; and report participation through sex-disaggregated data in Quarterly Progress Reports.

A GBV service provider mapping will be undertaken for all project districts and completed within six months of AF effectiveness, and in any district prior to the commencement of civil works there. Rather than commissioning a new exercise from scratch, the mapping will verify and update existing sources — including the World Bank's South Asia regional GBV service provider directory, the Ministry of Health's Mithuru Piyasa network of hospital-based GBV care centres, national NGOs, and district-level Women Development, Child Rights Promotion and Counselling Officers — and fill gaps through district-level validation, an approach proportionate to the project's SEA/SH risk rating as envisaged in the ESF Good Practice Note. The resulting referral pathway will be documented in the SEP, disseminated to all GRC members, Resident Engineers and contractor E&S Officers, updated annually.

4.5. Summary of Stakeholder Needs

Table 7 describes the needs of the key stakeholders who have been identified and their preferences/needs for engagement.

Table 7: Communication Needs of Stakeholders

Stakeholder Group	Key Characteristics	Language Needs	Preferred notification means	Specific needs to include consultation needs
Persons/parties affected by loss of land, structures, livelihoods, etc	Road works or establishment of agro-facilities leads to adverse impacts; some of these affected persons may be vulnerable groups	Sinhala and Tamil	Written information, letters, telephone calls and individual consultations	- Printed material in easy to understand simple language - Documents (e.g., voluntary land donation consent forms) to be shared in advance and explained in detail - Meetings and other events to be arranged on days convenient for the community. - Meeting locations should be in close proximity to the settlements

Road users, public/private transport commuters	People who use the roads to be rehabilitated, and also public and private transport in the affected corridors	Sinhala, Tamil and English	Traffic wardens to disseminate information & guide commuters & road users; special traffic police team to guide women and children commuters/ pedestrians; use of mobile Apps, and radio channels	• Display of sign boards in 2 languages as well as pictorially in cases of diversion or to indicate “men at work”, • Special attention to be paid to persons with disabilities, elderly and sick and women and girls • Conduct periodic user satisfaction surveys
Farmers, Farmer groups	Smallholder farmers, farmer groups, community organizations that will benefit from improved linkages to markets through the roads rehabilitation and improvements, and also receive support through investments in community infrastructure, agro-logistics, capacity development, public awareness	Sinhala and Tamil	Letters, posters, formal and informal meetings	• Advance notification for meetings • Printed material in easy to understand simple language • Meetings and other events to be arranged on days convenient for the community. • Meeting locations to be in close proximity to the settlements
Host/Local community	Service providers, settlements, and business operators living in the surroundings of the project area.	Sinhala, Tamil and English	Letters, posters, formal and informal meetings, leaflets	• Meetings and other events to be arranged on days convenient for the community. • Meeting locations should be in close proximity to the settlements
Transport Providers/ Authorities (e.g., Sri Lanka Transport Board (SLTB))	SLTB is a public sector transport provider and operates jointly with private sector transport services.	Sinhala, Tamil and English	Formal meetings, written information, letters, e-mail, telephone calls	• Advance notification for meetings and mutually agreed dates and times

Stakeholder Group	Key Characteristics	Language Needs	Preferred notification means	Specific needs to include consultation needs
	SLR provides rail services in coordination with other transport providers.			
Utility service providers	Ceylon Electricity Board, National Water Supply and Drainage Board, Sri Lanka Telecom, Dialog, MCs/UCs/PSs responsible for sewer lines, if relevant	Sinhala, Tamil and English	Formal meetings, written information, letters, email, telephone calls	• Advance notification for meetings and mutually agreed dates and times • Regular meetings between contractor, supervision consultant and PMU E&S staff, as laid out in the ESMF

Public service providers	Hospitals, health care facilities, educational institutes (childcare facilities, schools, colleges, etc) in the project area	Sinhala, Tamil and English	Formal meetings, written information, letters, e-mail, telephone calls	• Advance notification for meetings and mutually agreed dates and times
Police, including traffic police	Responsible for traffic management, road safety, GBV prevention	Sinhala, Tamil and English	Formal meetings, written information, letters, e-mail, telephone calls	• Advance notification for meetings and mutually agreed dates and times • Meetings to be held periodically to update on project progress and seek inputs for the way forward
Land Ministry- Divisional Secretariat, Valuation Department	Legal entity of acquiring lands, esp., Divisional Secretariat is the divisional level administrative authority that oversees all government functions, incl. land management at local level	Sinhala, Tamil and English	Gazettes Formal meetings, letters, reports, e-mail, telephone calls	• Regular meetings with other stakeholders • Advance notification for meetings and mutually agreed dates and times • Meetings to be held periodically to update on project progress and seek inputs for the way forward
Department of Agrarian Development and Department of Agriculture	Key partner agency for the implementation of activities and investments under Component 3 on agro-logistics and access to services. Also responsible for soil conservation during construction and rehabilitation of roads and other infrastructure	Sinhala, Tamil and English	Gazettes, formal meetings, reports, e-mails, telephone calls	• Advance notification for meetings and mutually agreed dates and times • Meetings to be held periodically to update on project progress and seek inputs for the way forward
Regulators/ Regulatory authorities	CEA: Grants approvals for dumping sites, borrow sites, mining & transport licenses SLLDC: Grants approvals for local drainage systems GSMB: Authority for mining licenses Archaeological Department: Responsible for protection of tangible and intangible heritage	Sinhala, Tamil and English	Formal meetings, letters, reports, e-mail, telephone calls	• Advance notification for meetings and mutually agreed dates and times • Regular meetings as per the requirements of project, including with CEA on ESMP and other such mitigation plans • Meetings to be held periodically to update on project progress and seek inputs for the way forward

Stakeholder Group	Key Characteristics	Language Needs	Preferred notification means	Specific needs to include consultation needs
	Irrigation Dept: Responsible for protection of water resources Wildlife Dept.: Responsible for protection of flora/ fauna			

Forest department	Responsible for protection of forest areas, including providing clearance when trees are to be felled	Sinhala, Tamil and English	Formal meetings, letters, reports, e-mail, telephone calls	• Advance notification for meetings and mutually agreed dates and times • Sub-project specific consultations in cases where trees need to be felled for road and other construction activities • Meetings to be held periodically to update on project progress and seek inputs for the way forward
NGOs, community-based organizations, environment activists	Support for Community engagement, local development outcomes, protection/conservation of fauna and flora	Sinhala Tamil and English	Letters, reports, e-mail, telephone calls, review meetings, formal and informal meetings	• Regular meetings as per the ESMP, SEP and ESCP • Advance notification for meetings and mutually agreed dates and times
Local and provincial level political authority	Elected members of the local and provincial government who have an interest on the Project	Sinhala Tamil and English	Formal meetings, letters, reports, telephone calls	• Advance notification for meetings and mutually agreed dates and times • Meetings to be held periodically to update on project progress and seek inputs for the way forward
Religious institutions in the Project area	Places of worship which has strong influence at all levels of Government and community	Sinhala, Tamil and English	Formal meetings, letters, reports	• Advance notification for meetings and mutually agreed dates and times • Meetings to be held periodically to update on project progress and seek inputs for the way forward • Meetings to be held at the venue of these religious institutions
Press and Media	Government owned and private sector electronic and print media that provide information to general public.	Sinhala, Tamil and English	Letters, reports, e-mail, telephone calls, meetings, discussions, press conferences	• To be arranged at regular intervals • Explorer visits to project sites
Contracted workers, eps female construction workers	Women to be recruited for unskilled work in the construction site	Sinhala and Tamil	Written information, group consultations/awareness programs	• Arrangements to be made via contractors to organize meetings • Printed material to be prepared in easy to understand simple language

Stakeholder Group	Key Characteristics	Language Needs	Preferred notification means	Specific needs to include consultation needs
Contractors	Company/ies that would be entrusted with the construction responsibility of the Project and other ancillary facilities	Sinhala, Tamil and English	Letters, reports, e-mail, telephone calls, site inspections, review meetings	Meetings to be organized at the site or at the PMU as per the ESCP and other documents prepared for the project
Supervision consultants	Consultancy firm that provides supervision inputs to the contractor.	Sinhala, Tamil and English	Letters, reports, e-mail, telephone calls, meetings	Meetings to be organized at the site or at the PMU as per the ESCP and other documents prepared for the project

5. STAKEHOLDER ENGAGEMENT PROGRAM

5.1. Purpose and Timing of Stakeholder Engagement Program

The overall objectives of SEP as stated in the ESS-10 are to:

- To identify the roles and responsibilities of all stakeholders and ensure their participation in the complete project cycle
- Establish a systematic approach to stakeholder engagements that will help the Project identify stakeholders and build and maintain a constructive relationship with them, in particular project-affected parties
- Assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be considered in project design and implementation
- Promote and provide means for effective and inclusive engagement with project- affected parties throughout the project life - cycle on issues that could potentially affect them.
- Ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format with special consideration for the disadvantaged or vulnerable groups.
- Provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow the Project to respond to and manage such grievances.
- To devise a plan of action that clearly identifies the means and frequency of engagement of each stakeholder.
- To allocate budgetary and other resources in the project design, project implementation, and Monitoring and Evaluation (M&E) for stakeholder engagement and participation

Thus, SEP provides an opportunity for all-inclusive approach in project preparation, planning, implementation, and monitoring processes. It is geared toward ensuring a meaningful and a wide consultative process guided by World Bank's Environmental and Social Framework (ESF), particularly ESS-10.

Information disclosure and consultation processes will continue with APs, other interested parties and vulnerable groups during (i) project preparation, (ii) project implementation/construction and (iii) project operational phases. A variety of methods such as group consultations, individual consultations and interviews through different offline and virtual mediums such as emails, telephone and webex, etc. and communication through printed and electronic media, appropriate to the target audience, will be used for information disclosure and consultation.

5.2. Information Disclosure

During the due diligence process for the project, as part of resettlement planning and implementation, information related to preliminary engineering designs of the project, land requirements, potential

impacts of the project, both positive and negative and direct and indirect, entitlements of the affected parties, grievance redress procedures, deadlines for vacating the premises and planned dates of the commencement of civil works will be shared with affected persons and other stakeholders during consultations.

Information about each phase of the Project will be provided to the public through flyers and public notices put up at strategic locations, such as Divisional Secretariat offices, Grama Niladhari offices, community centres, and at the PMU or construction site office/s established in the field prior to the commencement of civil works, and land acquisition and resettlement activities, if required. The Project will also provide up-to-date information on the Project website, through social media and through local radio and TV stations.

In case land acquisition is required for specific project and relocation and rehabilitation (R&R) assistance is to be provided, a Public Information Booklet (PIB) will be delivered to each household in the immediately affected area. It will include relevant information on the Project and will explain the entitlements and rights of the affected people, including the compensation and rehabilitation measures, and provide information on persons to be contacted in case of additional information is required. The PIB will be published in local languages of Sinhalese and Tamil. The PIB will include the following information:

- Brief description of the Project
- Potential impacts that can be expected during the Project
- Resettlement options, compensation policy and entitlements
- An outline of the livelihood restoration measures
- Relocation and resettlement process
- Procedures for consultations and stakeholder engagement including affected persons and host communities.
- Grievance redress procedures
- Project implementation schedule
- Location of the site offices and names, telephone numbers, and emails of the persons to be contacted for further information.

At the appraisal stage, safeguard instruments including ESMF and RPF prepared for this project will be disclosed on the GoSL's website and on the World Bank's external website, after their clearance by the government and the Bank. During project implementation, sub-project specific safeguard instruments will be publicly disclosed in-country as well as on the World Bank's external website. The documents and plans to be disclosed, as relevant, include:

- Environmental and Social Management Framework
- Resettlement Policy Framework
- Resettlement Action Plan (RAP)
- Environment and Social Impact Assessment (ESIA)
- Environmental and Social Commitment Plan (ESCP)
- Stakeholder Engagement Plan (SEP)
- Labor Management Procedures (LMP)
- Environment and Social Management Plan (ESMP)
- Code of Environmental and Social Good Practice (CESGP)

At the sub-project level, the PMU will work with the local government authorities to ensure adequate information is available to the public. The ESMP and RAP/ARAP (if relevant) developed for each sub-project will be made available to all interested parties including the affected persons. The approved ESMPs and RAPs/ARAPs will be made available on the official website of the RDA. Additionally, copies of the RAPs/ARAPs will be kept at the respective Divisional and District Secretariats for public reference. The Bank will also upload the ESMPs and RAPs/ARAPs to its own external website. Any changes to the approved RAPs/ARAPs would have to follow the same clearance/ approval procedures

and disclosure.

Information disclosure will continue to the project's construction and operational periods and an information desk/kiosk will be established at the project office or closer to the construction sites that will serve as the major hub for information dissemination. Furthermore, the project staff manning the kiosk will also function as a focal point for receiving grievances/complaints from any affected parties. Brochures, posters, stickers and video clips containing relevant information will be printed in Sinhala and Tamil and they will be made available/displayed at places easily accessible to affected persons and other interested parties.

The project will also hire the services of a communication specialist/firm to design, plan and implement a robust information and communication program for the project. A dedicated website for the Project will be established. Translations of the documents in Sinhala and Tamil will also be made available to the public through this website. They will also be placed at the PMU and at the Divisional and District Secretariat for public perusal. Information can also be disseminated through digital platform (where available) like Facebook, Twitter, WhatsApp groups, and traditional means of communications (TV, newspaper, radio, phone calls and mails with clear description of mechanisms for providing feedback via mail and / or dedicated telephone lines. All channels of communication need to clearly specify how stakeholders can provide their feedback and suggestions.

Table 8 provides a plan for information disclosure during project preparatory, implementation and operational periods.

Table 8: Information Disclosure Plan

List of information to be disclosed	Proposed methods	Timetable/ Location Dates	Target stakeholders	% reached	Responsibility
PROJECT PLANNING AND PREPARATION PHASE					
Project related documents – RPF, RAP, ESIA, ESCP, SEP, LMP, ESMF, CESGP, etc.	Display of the relevant reports. Public to be informed of the availability of reports via newspaper advertisements published in Sinhala, Tamil and English languages and public notices, project website and through other direct communication channels such as mobile/ telephone calls, SMS, etc. Online/ virtual consultations to be organised.	Reports to be placed at PMU, kiosks, DS office and public notices displayed at construction site kiosk, post-office and GN and DS offices for 3 months prior to the commencement of construction works and will continue throughout construction period	APs, other interested parties and vulnerable groups	0%	Social- Environment Unit, Communication team
List of information to be disclosed	Proposed methods	Timetable/ Location Dates	Target stakeholders	% reached	Responsibility
Traffic	Stakeholder	Sign boards at traffic	Commuters,	0%	PMU,

management Plan	meetings (preferably virtual), letters, sign boards, posters and public address systems, mobile apps, emails, SMS and local radio channel, etc.	diversion points one month before implementation of the traffic management plan	general public, vehicle users, school children, employees/ Workers		Consultant and contractors
Construction plan, construction method and possible impacts and employment opportunities	Stakeholder meetings and discussions (preferably virtual) and large display boards around the construction site. Appropriate adjustments to be made to take into account the need for social distancing (use of audio-visual materials, technologies such as telephone calls, SMS, emails, etc.)	2 months prior to commencement of construction work and shifting of utility services	Communities and business establishments located adjacent to the project sites	0%	Contractor and supervision consultant
Grievance redress mechanism including places to report sexual harassment, gender-based violence	Brochure and newspaper advertisements on GRM in Sinhala, Tamil and English, large display boards, and posters, social media, mobile phone apps, etc. to take into account the need for social distancing.	Brochure circulated among community, businesses, etc; display boards around construction site; posters displayed, and brochures made available at kiosks, GN and DS offices, and awareness programs for construction workers from project preparation to operation stage	Project affected parties, host communities, business establishments in the vicinity, commuters, general public, vulnerable groups and construction workers	0%	Social-Environment Unit, Communication team, GRM manager, project partner agencies, and contractor
PROJECT IMPLEMENTATION/CONSTRUCTION PHASE					
Health and Safety plan	Public awareness programs, display boards and posters	Periodic public meetings for host community, business establishments and schools in the vicinity,	General public, host community, commuters, construction	0%	Contractor, supervision consultant, SEP team (PMU)
List of information to be disclosed	Proposed methods	Timetable/ Location Dates	Target stakeholders	% reached	Responsibility

		posters displayed at kiosks, general hospital, GN and DS offices throughout construction period	workers and school children		
Plans for institutional strengthening and capacity enhancement activities	Public awareness programs, social media, stakeholder meetings through virtual median to take into account the need for social distancing.	Plans to be kept at PMU, kiosks, GN and DS office and public notices displayed as relevant	Small holder farmers, farmer groups, community representatives, local authorities, Dept. of Agriculture	0%	Consultant, PMU team, Department of Agriculture, Department of Agrarian Development
Agro-logistics services assessment	Consultation on assessment report, disclosure of the assessment, where relevant taking into account the need for social distancing	Assessment report disclosed at the PMU and the Department of Agriculture and other relevant institutions	Community organizations, Department of Agriculture, RDA, PDRA, private sector		Consultant, PMU team, Department of Agriculture, Department of Agrarian Services
Designs for community farm/agri produce collection centres, cold storage facilities, other community infrastructure	Public websites, public notices, community consultations to elicit feedback (preferably virtual or following social distancing measures) on the selection of the projects and also its design features and implementation arrangements	Reports to be placed at PMU, kiosks, DS office and public notices displayed at construction site kiosk, post-office and GN and DS offices for 3 months prior to the commencement of construction works	Small holder farmers, farmer groups, community representatives, local authorities, Dept. of Agriculture		Consultant, PMU team, Contractor, Department of Agriculture, Department of Agrarian Development
PROJECT OPERATION PHASE					
Project's operational modalities on Road Safety and Traffic Management Unit/ Center	Television programs, video clips on social media and display screens installed in the city and posters displayed at public spaces	Two months prior to the establishment of the National Unit/Center on traffic management and road safety	General public and commuters	0%	Social-Environment Unit

5.3. Proposed Strategy for Stakeholder Engagement

During resettlement planning and implementation phases, project affected parties will be extensively consulted to identify their entitlements and resettlement options, as well as to develop and implement their resettlement and livelihood restoration plan.

The project will continue to consult the project affected parties; other interested parties and the vulnerable and disadvantaged groups, specifically on themes listed below, in order to elicit their views and feedback. Individual and group meetings, mini-workshops (preferably virtual, keeping in mind social distancing requirements), transect walk, satisfaction surveys, social media, community monitoring, etc. will be used to facilitate the consultations on the following:

- Outline of the final engineering design of the roads, agriculture facilities and community infrastructures
- Additional land requirement for the project to be obtained via voluntary land donations/acquisitions
- Improvements for pedestrian circulation and access
- Road safety improvement
- Education/campaign to the public
- Gender and personal safety aspects
- Climate hazard prevention/adaption
- Issues related to vulnerable groups
- Traffic management plan during construction
- Grievance redressal mechanism
- Construction plan, methods and time frames of the civil works

Table 9 presents the strategy for stakeholder engagement.

Table 9: Strategy for stakeholder engagement

Target stakeholders	Topic(s) of engagement	Method/s used	Location/frequency	Responsibility
PROJECT PLANNING AND PREPARATORY PHASE				
Host community, GND/DS/LAs/MCs, and other specialized engineering agencies within Ministry of Transport Highways and Urban Development	Review of outline of final design of the roads and community infrastructure to be supported under the project	Power point presentations of the design at stakeholder meetings and consultations to receive feedback	Sessions with relevant government institutions and meetings with host community in pre-arranged suitable locations to receive their feedback	PMU/ Communication team and Project Design Consultant
Commuters, tourists, religious and educational institutions, political authorities, women and girls, NGOs, city police, professional and academic institutions and media	Inputs to designing and developing public educational and awareness programs and communication tools, methods and materials for the project	Individual and group consultations	At pre-arranged and invited meetings of immediate effect	SEP team, and project partner agencies

Vulnerable and disadvantaged groups including government and private agencies working with them	Identification of Issues related to vulnerable and disadvantaged groups and inputs for inclusive project design	Through customer care attendants/ traffic wardens placed at project sites, site visits and social media	Community consultations prior to the selection of sites, Quarterly review meetings with stakeholders	SEP team, SLTB
Commuters, women and girls, city police, host/local community, vulnerable groups, bus operators and women NGOs	Inputs for gender and personal safety development aspects at project sites	FGDs and meetings social media	At pre-arranged and invited meetings followed by quarterly meetings of stakeholders	SEP team, city police, SLTB
GND/DS/LAs/MCs, police, commuters, vehicle users, school	Road selection	Discussions and meetings, transect walk,	Prior to the commencement of construction work	SEP team, PMU, GNs/DSs/UCs, etc
Target stakeholders	Topic(s) of engagement	Method/s used	Location/frequency	Responsibility
children, host/local community, vulnerable groups	facilities, traffic management	FGDs and meetings, social media and other digital tools when applicable	followed by quarterly review meetings and consultations with stakeholders	
PROJECT IMPLEMENTATION/CONSTRUCTION PHASE				
Commuters, Police vehicle users, tourists, school children, women and girls and religious institutions	User satisfaction on road safety and gender issues	Interviews and user satisfaction surveys	Bi-annually	SEP Team, SLTB
Local community groups, including youth and women	Assess impact of training and capacity building carried out on road safety, GBV and managing climate vulnerabilities	Interviews and user satisfaction surveys	Bi-annually	SEP Team, SLTB
GND/DS/LAs/MCs, police, commuters, vehicle users, school children, host/local community, vulnerable groups	Inputs/monitor improvements on roads safety, traffic management, OHS issues	Discussions and meetings, user satisfaction survey, joint field inspections	Bi-annually	City police, PMU, Community Monitoring Groups
SLTB, hospitals, SLR, city police, host/local community	Review of construction activities, methods and time frames of the civil works	Discussions and meetings, user satisfaction survey, joint field inspections	At pre-arranged and invited meetings of stakeholders	Contractor, supervision consultant, MC, PMU, Community Monitoring Groups
PROJECT OPERATION PHASE				

GND/DS/LAs/MCs, National Road Safety Council, Police	Review and monitor the establishment and functioning of roads, community infrastructure	At pre-arranged and invited meetings of stakeholders	Quarterly	PMU, NRSC
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5.4. Proposed Strategy/Differentiated Measures to Include the Views of and Encourage Participation by Vulnerable Groups

Table 10 presents a strategy for the engagement of vulnerable and disadvantaged groups in consultative processes and to elicit their views and suggestions, specifically on aspects listed under section 5.3 above.

Table 10: Strategy for the engagement of vulnerable and disadvantaged groups

Target Group	Strategy
Displaced vulnerable APs	• Home visits and individual consultations • Pre-arranged group consultations near their residential dwellings • Information communication via the care-givers of vulnerable APs
Women construction workers	• Individual/group consultations at construction site with prior permission from the contractor • Provide access to project-based GRM and/or workers' GRM • Engagement of officers from labor department to consult and monitor
Poor children & adolescents who seek employment in construction work	• Awareness raising programs targeting poor children & adolescents on high risk behaviors associated with construction work • Engagement with resource organizations that work with the target groups to conduct consultations
Individual who will engage in high risk behaviors	• Individual and group consultations and awareness raising programs with videos and printed material • Engage law enforcement agencies in awareness raising programs and monitoring • Engagement with resource organizations with subject matter expertise.
Elderly and disabled persons	• Individual and group consultations

5.5. Public Comments and Feedback/Reporting to Stakeholders

Public will be given a period of 3 weeks to review and submit their comments on the disclosed documents. Such submissions can be made either verbally or in writing. Written submissions can be channeled through multiple access points such as project's website, project staff, contractors and consultants or phone-calls or by mail to the PMU. Verbal communications either via telephone or in person will be recorded by a member of the Environmental and Social Unit of the Project. All comments received by the project will be reviewed by the PMU at its monthly progress review meetings, and any decisions made based on public comments will be communicated to the relevant stakeholders within two days after the review meetings. If the project had not been able to make any decision in response to public comments, same will be communicated to the relevant stakeholders with explanations as to why a decision cannot be made.

6. ROLES, RESPONSIBILITIES OF IMPLEMENTING AGENCIES AND RESOURCES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

6.1. Resources

As outlined below, Resources required for implementation of the stakeholder engagement plan would include implementation arrangement for the project, costs of information disclosure and stakeholder consultation at the District and Divisional levels; costs of implementing the stakeholder engagement plan for each component of the project-site specific; and lastly cost of the grievance redress mechanism. The project cost tables and annual work plans and budget should allocate costs for specific information disclosure and stakeholder consultation activities including: maintenance of project website, preparation, printing and dissemination of information materials, and costs of annual stakeholder consultation workshops. In addition, the project cost tables should include specific budget for the GRM.

6.2. Implementation Arrangement

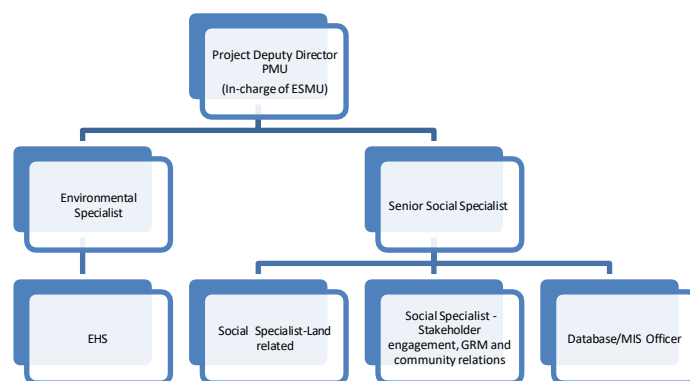
The Ministry of Transport Highways and Urban Development is the Executing Agency (EA) and will be responsible for decisions on overall approvals and operational policies of the project. Road Development Authority (RDA) will be the Implementing Agency (IA), which has established a Project Management Unit (PMU). The PMU will be headed by a full time Project Director (PD) and supported by a team of engineers from RDA. The PMU is responsible for overall implementation of the project and for managing detailed design and supervision of the construction works and ensuring that all social safeguard requirements are met in accordance with the requirements of the World Bank's Environmental and Social Framework.

The PMU will consist of an Environmental and Social Unit (ESU), responsible for environmental and social safeguards management under the Project, headed by the Deputy Project Director, PMU. The Deputy Project Director will also assume the role of Stakeholder Engagement Plan (SEP) Manager for the overall coordination, implementation and monitoring of the Stakeholder Engagement Plan (SEP).

He/she will be assisted by:

- (i) Social Specialist,
- (ii) Environmental officers responsible all Environmental, Health, Safety aspects,
- (iii) Social Safeguard officers for stakeholder engagement, grievance redressal coordination, community relations, and
- (iv) Database/MIS officer for monitoring and documentation

Figure 1: Structure of Environmental and Social Unit under the PMU



Roles and responsibilities of these different stakeholders are described in Table 11.

Table 11: Responsibilities of key stakeholders in SEP implementation

Stakeholder	Responsibilities
Project core team for SEP implementation	• Overall coordination and implementation of the SEP • Provide adequate financial resources for SEP implementation • Coordinate and collaborate with project partner agencies, other stakeholders, contractors and supervision consultants and ensure their proactive participation in SEP implementation
	• Maintain regular communications with all relevant stakeholders • Design and produce relevant communication tools and materials • Organize and conduct or facilitate stakeholder engagement activities including meetings and discussions, surveys, awareness raising campaigns etc. • Ensure efficient functioning of the GRM and manage the grievance resolution processes • Document all stakeholder engagement activities and their outcomes, and maintain a systematic database • Review feedback received from all stakeholders, make appropriate decisions in collaboration with project partners and report back to the relevant stakeholders and concerned parties • Monitor and report on the progress of SEP implementation including operations of the GRM • Undertake periodic reviews of SEP and update and disclose whenever necessary
Project's partner Agencies • NBRI • Dept. of Agrarian Development • Department of agriculture • Ministry of Agriculture • Irrigation Department	• Organize and conduct or facilitate stakeholder engagement activities including meetings and discussions, surveys, awareness raising campaigns etc., • Document all stakeholder engagement activities and their outcomes, and maintain a systematic database • Review feedback received from all stakeholders, make appropriate decisions in collaboration with project partners and report back to the relevant stakeholders and concerned parties • Undertake periodic reviews of SEP in relation to the aforementioned activities and update and disclose whenever necessary • Ensure efficient functioning of the GRM and manage the grievance resolution processes for the aforementioned activities relating to agriculture and community development
Project's partner agencies • Police • National Road Safety Council	• Devise appropriate methods and tools to disseminate information on traffic management arrangements • Assist traffic police to raise public awareness on traffic arrangements during construction period • Conduct stakeholder consultations on road safety improvements, pedestrian movements and accesses, safety aspects of women and girls and commuter satisfaction on bus operations and facilities • Launch a public awareness campaign on the operational arrangements and facilities available at the proposed national road safety and traffic management unit. • Participate in the resolution of public grievances • Ensure that stakeholder engagement activities included in the ESMP, health and safety plans are effectively implemented • Provide feedback on project related documents disclosed for public scrutiny • Monitor and evaluate the information disclosure programs and stakeholder consultations
Divisional Secretary	• Grant permission and provide space in the office notice boards to display relevant posters and circulate brochures • Monitor the status and adequacy of public information dissemination • Obtain sufficient information on project's progress, and report to the higher-level administration and political authority • Participate in the grievance resolution processes • Monitor that labor management procedures included in the LMP are effectively enforced • Provide feedback on project related documents disclosed for public scrutiny

Project affected parties	• Participate in consultations and information dissemination programs, and raise issues and concerns with relevant authorities • Use GRM to report grievances and complaints and ensure their satisfactory resolutions • Assist the relevant authorities to develop and implement appropriate mitigation measures • Participate and support the implementation of stakeholder engagement activities in the SEP, ESMP, LMP etc. • Provide feedback on project related documents disclosed for public scrutiny
Temporarily affected by the Project	• Provide feedback on information dissemination programs • Participate in consultations and surveys • Report grievances and concerns to the GRM
Stakeholder	Responsibilities
	• Support the relevant agencies to implement health and safety plans, traffic management plans, safety plans for women and girls, pedestrian circulation plans and ESMP • Provide feedback on project related documents disclosed for public scrutiny
Contractors and Supervision Consultants	• Conduct public awareness programs to inform construction plan, construction methods and time frames for civil works and potential construction related impacts • Conduct public awareness programs on health and safety plans • Conduct awareness programs for construction workers on health and safety arrangements, labor management procedures, and avoidance of deployment of child labor, sexual harassment and exploitation, drug and alcohol abuse and gender-based violence • Establish a separate GRM for workers to address their grievances and complaints • Comply with the implementation of LMP, ESMP, CESGP and RAP/ARAP where relevant • Participate in the grievance resolution processes, specifically in addressing issues related to construction impacts • Provide feedback on project related documents disclosed for public scrutiny • Monitor and evaluate the information disclosure programs and stakeholder consultations including workers' GRM
Media	• Assist the project and partner agencies in their information dissemination endeavors • Assist the project to sustain transparency and anti-corruption measures throughout project implementation and its operations • Assist the project affected parties to raise their grievances and concerns with the relevant agencies • Contribute to programs that aim at behavioural and attitudinal changes among bus commuters and general public • Provide feedback on project related documents disclosed for public scrutiny
Host/Local community	• Participate in consultations and information disclosure programs • Provide feedback on project related documents disclosed for public scrutiny • Use GRM to report any grievances and complaints

6.3 Estimated Budget

The costs associated with the implementation of the SEP will be provided by the Ministry of Transport Highways and Urban Development. A budget for SEP implementation over a period of 3 years is presented in Table 12. The project will review the SEP bi-annually to determine whether any changes to stakeholder classification or engagement are required. If any significant changes are observed, the SEP will be updated and disclosed, and the budget will be revised accordingly.

Table 12: Estimated budget for stakeholder engagement plan (3 years)

No	Activity	No. Units	Unit cost (SLRs)	Quantity/ Months	Total Amount (SLRs)	
					In SLRs	In USD (\$1 SLRs = 330/-)
1	PERSONNEL					
1.1	Sr. Social Specialist	1	300,000	36	10,800,000	32,727
1.2	Sr. Environmental Specialist	1	300,000	36	10,800,000	32,727
1.3	Social Safeguard Officer	2	170,000	36	12,240,000	37,090
1.6	Environment Officer	2	170,000	36	12,240,000	37,090
1.7	Database/MIS Officer	1	170,000	36	12,240,000	37,090
2	INFORMATION DISCLOSURE					
2.1	Development of communication tools, methods and materials (brochures, leaflets, information booklets, posters, display boards, websites etc. for content editing, layout and printing)	-	Lump sum		2,500,000	13,889
No	Activity	No. Units	Unit cost (SLRs)	Quantity/ Months	Total Amount (SLRs)	
					In SLRs	In USD (\$1 SLRs = 330/-)
2.2	Newspaper advertisements (in three languages), radio announcements, TV programs etc.	1	Lump sum		2,500,000	7,575
2.3	Circulation and distribution (mailing, handing over)		15,000	36	900,000	2,727
2.4	Awareness-raising programs, resources & resource persons	1	20,000	36	1,200,000	30,636
2.5	Communication and coordination/facilitation (telephone, e-mail)	1	5,000	36	300,000	909
3	STAKEHOLDER ENGAGEMENT					
3.1	Meetings/workshops/FGDs (hiring of venues, refreshments, etc.)	2	20,000	36	720,000	2,181
3.2	Surveys (questionnaire design, printing, questionnaire administration, data processing and analysis, etc.)	6	100,000	-	600,000	3,333
3.3	Individual and group consultations	1	10,000	36	360,000	1,090
3.4	Logistical support for vulnerable groups for attending consultations		Lump sum		500,000	1,515
3.5	Communication and coordination/facilitation (telephone, e-mail)	1	10,000	36	360,000	1,090
3.6	Documentation of stakeholder activities	1	25,000	10	250,000	757
4	GRIEVANCE REDRESS MECHANISM					
4.1	Meetings, documentation and record keeping/databases	1	10,000	36	360,000	1,090

4.2	Logistics for meetings	1	15,000	36	54,000	1,636
4.3	Communications with complainants and other stakeholders	1	3,000	36	108,000	327
4.4	GRM monitoring and reporting	1	5,000	36	180,000	545
5	SEP MONITORING, EVALUATION, DOCUMENTATION AND REPORTING					
5.1	Internal monitoring	1	5,000	36	108,000	327
5.2	Third party monitoring	20	300,000	-	6,000,000	18,181
5.3	Data storage and analysis	1	5,000	36	108,000	327
5.4	Report preparation	5	100,000	-	500,000	1,515
6	ADMINISTRATIVE COSTS					
6.1	Transport	1	120,000	36	4,320,000	13,090
6.2	Communications	1	5,000	36	108,000	327
6.3	Computers	2	300,000	-	600,000	1,818
6.4	Utilities	1	20,000	36	720,000	2,181
6.5	Project website	1	1,000,000	-	1,000,000	3,030
6.6	Other		Lump Sum		180,000	500
Total					22,036,000	96,707

7. GRIEVANCE REDRESS MECHANISM

The Grievance Redress Mechanism (GRM) addresses grievances in an efficient, timely and cost-effective manner, that arise in the project, either due to the actions of the project staff or the contractor/sub-contractors employed, and from affected communities and external stakeholders. A separate mechanism will be in place to address the grievances of workers. The PMU will be responsible for managing the GRM, but many of the grievances on the Project will likely relate to the actions of the Contractor and so will need to be resolved by the Contractor. The Project with the support of the supervision consultant will administer the GRM process deciding whether they or the Contractor is responsible for addressing the grievances and accordingly determine the best course of action to resolve the grievance. The supervision consultant will monitor grievance resolution being undertaken by the contractor. Further, the project affected persons as well as other interested parties will be fully informed of the GRM, its functions, procedures, timelines and contact persons both verbally and through booklets and information brochures during consultation meetings and other stakeholder engagement activities.

7.1 Scope of the GRM

The impacts of the Project may raise grievances and complaints on the part of affected persons in relation to: (i) land related issues and impacts on private properties; (ii) physical and economic displacement from the project; (iii) construction-related damages; (iv) environmental impacts; (v) direct and/or indirect social impacts; (vi) procurement, contract management and contractor performance; (vii) quality of roads, agriculture facilities, community infrastructure and transport services; (viii) operations and maintenance of the roads; (ix) safety and public access issues; (x) gender-based violence, including sexual harassment in project-related activities.

The Project will develop a four-tiered GRM. Project related GRM will be available for project stakeholders including project affected persons (i.e. those who will be and/or are likely to be directly or indirectly affected, positively or negatively, by the project), to submit complaints/grievances, questions, comments, and suggestions, or provide any form of feedback on all project-funded activities. The GRM will be easily accessible to the aggrieved parties irrespective of their ethnicity, religion, gender, and other social and economic differences. Moreover, it will ensure its transparency, efficiency and accountability in grievance handling and responding while winning the confidence of the complainants. The GRM will endeavour to resolve the grievances locally, and to avoid lengthy court procedures. The GRM will be managed and coordinated by the PMU to be set up for the Project. The PMU will designate a GRM officer (from among its social officers) who will be responsible for the overall coordination of the GRM. The GRM will function throughout the life cycle of the project implementation. The PMU will ensure that the composition of the GRM is gender responsive with adequate female representation and participation. The growing numbers of female Grama Niladharis¹⁶ and Divisional Secretaries¹⁷ in the administrative system of Sri Lanka will also strengthen the gender composition of the respective GRCs.

7.2 GRM Structure/Architecture

Tier 1: Grievance Redress at Site-Level

Grievance resolution at construction site-level will be the primary responsibility of the Project Manager (PM) of the Contractor. All grievances will be logged, reported to project implementing unit, and resolution actions documented. The PM will consult and seek assistance from a host of other project related staff based at field level such as the Team Leader and his/her Environmental and Social Specialists ESOs of the Project Supervision Consultant depending on the severity of the issues reported.

¹⁶ Administrative heads of a Grama Niladhari Divisions

Thus grievance resolution at site-level would constitute a collaborative and team effort. The PM supported by other officers referred to above will immediately meet the aggrieved parties/complainants, consult them on the issue/s raised, understand the problem and its root causes, and propose a solution to the problem/s to reach an amicable settlement. The Contractor's ESO will maintain a record of the grievances/complaints received and the settlement reached details of which will be entered into a logbook.

Tier 2: Grievance Redress at Grama Niladhari Division (GND)¹⁸ Level

The project will establish a Grievance Redress Committee (GRC) at the GND level. Issues that cannot be resolved by the Contractor at site level will be forwarded to the GND level GRC for resolution. The GRC will be chaired by the Grama Niladhari (GN) of the respective GND. The rest of the members of the Committee comprise:

1. Grama Niladhari –Chairperson
2. Representative of PIU (Secretary)
3. Representative from the local authority (e.g., Urban Council, Pradeshiya Sabha)/Provincial Road Development Authority (PRDA)
4. Representative of the Supervision Consultant
5. Representative of the Contractor
6. A community member/religious leader in the area

The Committee will include at least two women among the government representatives, local community, or community-based organizations.

The meetings of the GRC will be held at the GN's office. The aggrieved parties/complainants will also be invited to GRC meetings to explain their grievances. However, this is not obligatory for persons who wish to retain their anonymity.¹⁹ The committee will also invite and consult the other local level development officers, e.g. economic development officer, Samurdhi officer, agrarian research and production assistant of the division to GRC meetings depending on the nature of the grievance and the type of issues to be addressed. GRC will reach a settlement through consensus among its membership. If an agreement or resolution is reached, the key points of the agreement/resolution will be summarized, documented and signed by all members of the GRC. The GRC will conclude its proceedings within a period of two weeks since the submission of the grievance. The decision of the GRC will be communicated in writing to the aggrieved parties/complainants by the secretary to the GRC with a copy to the GRM officer at PMU. The aggrieved party will in turn inform his/her agreement or disagreement with the decision of the GRC to the Secretary of the GRC within 10 days of receiving the decision.

Tier 3: Grievance Redress at Division Secretariat Division (DSD)²⁰ Level

Grievances that cannot be resolved at GND Level, or else if the affected persons were dissatisfied with the resolution, the grievance will be submitted/referred to GRC at DSD level. The Committee will review decisions coming from the GN level committee within 15 working days and will communicate its decision to both the claimants and the GN level committee within five working days for follow-up actions. The meetings of the GRC will be conducted at the respective Divisional Secretariats. The Committee will comprise the following members:

- 1) Divisional Secretary (DS) of the area – Chairperson
- 2) Representative of PIU (Secretary)
- 3) Representative of local authority/PRDA

¹⁸ The smallest administrative unit at the village level in Sri Lanka.

¹⁹ In situations when complaints/grievances are reported anonymously.

²⁰ The DSD is an administrative sub-unit of a district comprising several GNDs and serving the needs of people in those GNDs.

- 4) Grama Niladari of the area from where the complaint originated
- 5) Representative of the Supervision Consultant
- 6) Representative of the Contractor
- 7) Representative of a Social Organization (NGO/CBO) of the area
- 8) A community member/religious leader

The Committee will include at least two women among the government representatives, local community, or community-based organizations.

The members of the GRC will also undertake site visits, when required. The DS will also invite and consult other divisional level officers such as medical officer of health, environmental officer, disaster management officer, irrigation officer etc. and whoever is deemed important to the problem-solving process. The decision of the GRC will be communicated in writing to the aggrieved parties/complainants by the secretary to the GRC with a copy to the GRM officer at PMU. The aggrieved party in turn will inform his/her agreement or disagreement with the decision of the GRC to the Secretary of the GRC within 10 days of receiving the decision.

Tier 4: Grievance Redress at Ministry Level

The GRC established at the Ministry of Highways will be the final project based institution to address complaints and disputes that cannot be resolved by the DSD level committee. The Committee will review decisions coming from the DSD level committee within 15 working days and will communicate its decision to the claimants within five working days for follow-up actions. The Ministry level GRC will conduct its deliberations at the Ministry of Highways. The Project Director will serve as the secretary to the committee. The decisions of the GRC will be communicated to the complainants by the GRM officer of PMU.

The Committee will include the following members:

- 1) Ministry Secretary/Additional Secretary of Transport Highways and Urban Development - Chairperson
- 2) Project Director- Secretary
- 3) Director of Environmental and Social Development Division (ESDD) of RDA
- 4) Project Engineer of the relevant PIU
- 5) Representative of the Supervision Consultant
- 6) Divisional Secretary of the area or the Assistant Divisional Secretary
- 7) Representative/s of road owners/managers (PRDA, UC, PS)

7.3 GRM Uptake Channels

7.3.1 Process for reporting grievances

The GRM will establish multiple channels through which citizens/beneficiaries/PAPs can make complaints regarding project funded activities. Complaints can be submitted either verbally or in written form using a variety of communication tools such as formal letters/petitions, telephone, email, SMS, WhatsApp messages, project website (<https://www.rda.gov.lk/>) etc. Or else, the complainants can also drop their complaints in the complaint and suggestion boxes which will be placed by the project at key locations of the road under rehabilitation and especially in the offices of the contractor and the GN and the Divisional Secretariat. For specific issues concerning women, such as those related to gender-based violence, the project will identify GBV service providers in the project area for immediate referrals. Moreover, there will be printed standard formats made available at different focal points to receive grievances which can be accessed by the complainants to record their grievances. If project stakeholders/affected parties provide verbal feedback/complaint, project staff will lodge the complaint on their behalf, and it will be processed through the same channels.

7.3.2 Focal points for receiving/recording grievances

Using any of the uptake methods (in person, letters/petitions, telephone, email, SMS, on-line, etc.), aggrieved parties can report/submit their complaints to several focal points that will be established by the project to receive the complaints. The focal points will include the following; (i) PMU; (ii) a project officer/s located in the sub-project premises; (iii) site office of the contractor; and (iv) office of the supervision consultant. Log-books and grievance reporting forms will be maintained at each focal point to record complaints/grievances. Names of the focal points together with their contact phone numbers, and email addresses will be posted at visible locations of the construction site and other strategic locations.

7.4 Grievance Registry, Referral, Resolution and Appeal Process

7.4.1 Grievances registration

The focal points that receive the complaints either in written or verbal form will forward those complaints to the designated GRM focal point who will be the social officer at the PIU either on the same day or the following day. The GRM officer will register those complaints and enter the information into the master registry as well as to an electronic database. Complaint registration will include details of (i) date of receiving the complaint, (ii) name and address of the complainant, (iii) copy of the complaint if a written submission, (iv) a brief note if a telephone message; and (v) details of the road connected with the complaint. PMU will introduce a standard format for recording/registering the complaints received by the focal points. The GRM officer at PMU will have access to the electronic database and monitor the status of both grievance registration and resolution. When required, he/she will also provide regular advice and guidance to the PIU social officers on the course of action to be followed in grievance resolution.

7.4.2 SEA/SH Grievances and Linkage to Service Providers

The GRM shall provide a confidential, survivor-centred channel for reporting sexual exploitation and abuse and sexual harassment (SEA/SH), operationally linked to GBV service providers.

The PMU shall maintain a documented SEA/SH referral pathway for all project districts, based on the GBV service provider mapping referred to in Section 4.4, recording the health, psychosocial, legal, police and shelter services available to survivors, their contact details and accessibility, and whether they accept child survivors. The pathway shall be in place before civil works commence in any district, updated annually, and shared with all GRC members, Resident Engineers and contractor Environmental and Social Officers.

Where an SEA/SH complaint is received, the immediate response shall be to inform the survivor of available services and, with their express consent, facilitate access. Referral shall not be conditional on a formal complaint being lodged, on the perpetrator being identified, or on the incident being verified as project-related. Complaints involving children shall be handled in accordance with mandatory reporting requirements and in consultation with the National Child Protection Authority or the relevant Child Protection Officer.

SEA/SH complaints shall be recorded separately from the general grievance register and accessible only to designated trained personnel. GRCs shall not mediate or deliberate on such complaints and shall refer them directly to the designated PMU focal point. In addition to general uptake channels, a dedicated telephone number answered by a trained woman officer and a dedicated email address shall be available, publicized at construction sites and in community materials in Sinhala, Tamil and English alongside national GBV helpline numbers.

All personnel who may receive a complaint shall be trained before assuming that role on survivor-

centred principles, confidentiality, the prohibition on questioning survivors, and referral procedures. Incidents shall be reported to the World Bank within 48 hours using anonymised information, and Quarterly Progress Reports shall record the number of complaints received and referrals made, without identifying information. The absence of complaints shall not be treated as evidence that no incidents have occurred

7.4.3 Grievance sorting and categorization

Upon receipt of any complaint either directly or from focal persons, the social officer at PIU will screen and categorize the complaints. Complaints can be classified into the following categories.

1. Grievances related to land donation and acquisition & property valuation, inadequate compensation & payment delays, loss of livelihoods & incomes, resettlement related issues²¹
2. Environment related issues – impacts on natural resources, dust, noise, vibration, traffic congestion, access disturbances and safety issues
3. Technical issues – design errors, technical deviations, and adverse impacts
4. Contract violations, non-compliance of the contractor and construction related impacts including labor management
5. Violation of policies, laws and regulations, guidelines and procedures of the government and the donor agency
6. Misuse of funds/lack of transparency, or other financial management concerns
7. Abuse of power/intervention by project or government officials
8. Community social issues, gender-based violence, discrimination
9. Requests for information
10. Suggestions
11. Appreciation
12. Complaints not relating to the project should be passed along to the relevant institutions

7.4.4 Screening, acknowledgement and closure of grievances

The social officer at PIU will respond to the complainant acknowledging the grievance and explaining the course of action to be taken and its approximate time frame for resolution. This acknowledgement and notification will be sent to the complainant within three days of receiving the complaint by the PIU. A standard format can be used for this notification.

In consultation with Deputy Project Director of PIU, and the GRM officer at PMU, the PIU social officer will review and determine the (i) eligibility of the complaint for hearing by the GRM; (ii) the level at which the complaint should be referred to for resolution (i.e. Site-level, GND-level GRC, DSD level GRC or Ministry level GRC); and (iii) the timeframe within which the complaint should be resolved. Having determined the above, the social officer will refer the complaints to the appropriate level. Such referrals should be completed within a maximum of 4 working days of receiving the complaint. If complaints take longer than the stipulated period to handle, weekly updates will be provided to the complainant in writing indicating the reasons for delay. Grievances that do not meet the eligibility criteria to be investigated in the GRM will be notified to the aggrieved party/complainant by the social officer of the PIU.

A grievance will be considered ‘resolved’ or ‘closed’ when a resolution satisfactory to both parties has been reached, and after corrective measures has been successfully implemented. When a proposed solution is agreed between the project and the complainant, the time needed to implement it will depend on the nature of the solution. However, the actions to implement this solution will be undertaken within one month of the grievance being logged and will be tracked until completion. Once the solution is being implemented or is implemented, the PIU and PMU will also request feedback from the complainant as to whether s/he deems the action(s) satisfactory, and this will be recorded along with the details of the complaint and the action taken.

In certain situations, however, the Project may “close” a grievance even if the complainant is not

satisfied with the outcome. This could be the case, for example, if the complainant is unable to substantiate a grievance, or it is obviously speculative or fraudulent. In such situations, the project's efforts to investigate the grievance and to arrive at a conclusion will be well documented and the complainant advised of the situation. The project will not dismiss grievances based on a cursory review and close them unless the complainant has been notified and had the opportunity to provide supplementary information or evidence.

7.4.5 Appeal process

The GRM established under the project will not impede access to the country's legal system. Affected persons can leave the GRM at any point, if they are dissatisfied with the process and the decisions of the GRM, and resort to legal action through the country's judiciary system at any time.

7.4.6 Performance of the GRM under the Parent Project

The parent project's GRM has handled a steadily growing caseload as civil works scaled up, from 17 grievances and 187 requests in late 2023, to 33 grievances and 463 requests at mid-term in June 2024, to 42 complaints and 880 requests by March 2025, and 48 complaints and 1,042 requests by October 2025. Resolution performance has been strong throughout: complaints have consistently been addressed at 100 percent, and requests at roughly 91 percent, with 41 cases rejected as outside project scope. The most recent six-month window, September 2025 to March 2026, recorded 122 grievances with type disaggregation for the first time, dominated by access-related issues at 54.9 percent, followed by culvert and Hume pipe requests at 24.6 percent and drainage at 20.5 percent. No SEA/SH complaints have been received at any point. The consistent supervision finding is that categorisation and consolidated tracking have lagged behind case handling, and the AF SEP is the natural place to fix that.

7.4.7 World Bank Group's Grievance Redress Service (GRS)

Communities and individuals who believe that they are adversely affected by a World Bank Group-supported project may submit complaints to existing project-level grievance redress mechanisms or the World Bank Group's Grievance Redress Service (GRS) (<http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project-affected communities and individuals may also submit their complaints to the World Bank Group's independent Inspection Panel (<https://www.inspectionpanel.org>), which determines whether harm occurred, or could occur, as a result of World Bank Group noncompliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention and Bank Management has been given an opportunity to respond.

7.5 Awareness Raising on GRM

Information about the grievance handling system will be distributed to all beneficiaries and project affected people through regular information channels used by the project including initiating meetings at the start of the project, public consultations held, public meetings during project implementation, brochures/pamphlets in local languages, posting on notice boards and online. Information on procedures for reporting any grievances and complaints by project affected parties will be disseminated through posters printed in local languages and displayed at strategic locations where public are gathered such as the office of the GN and other community attracted places along the road. The notices displayed will also provide the names of contact persons and their telephone numbers in case the affected parties have grievances to report.

The Environmental and Social team of the project will play a lead role in awareness building and information sharing on the GRM. Moreover, the stakeholder engagement program of the project will be used by the PMU to encourage the use of the GRM and publish information on complaints received and resolved. The campaigns will also use local media (e.g. TV, newspaper, radio). When organizing and conducting these campaigns, special efforts shall be made to reach vulnerable groups. Information to be disseminated will include the scope of the GRM, specific locations where GRCs are established and their focal points for receiving grievances, the eligibility criteria to make a complaint, the procedure to make a complaint (where, when and how), the investigation process, the timeframe(s) for responding to the complainant, as well as the principle of confidentiality and the right to make anonymous complaints. Furthermore, the project will provide orientation and training to the members of the GRM on effective grievance handling procedures.

7.6 Monitoring and Reporting

7.6.1 Project level reporting and monitoring

The PMU will assess the functioning of the GRM and undertake spot checks during regular supervision visits. The PMU will be responsible for regular reporting of the GRM status including those grievances received, resolved, and pending. The GRM officer at PMU will: (i) ensure accurate entry of GRM data into the data base by GRM focal points/social officers assigned to each PIU; (ii) produce monthly/quarterly reports of GRM results including any suggestions and questions, to the project team and the management; and (iii) review the status of complaints to track which are not yet resolved and suggest any needed remedial action.

The quarterly and annual progress reports will include updated information on the following:

- Status of establishment of the GRM (procedures, staffing, training, awareness building, budgeting etc.).
- Quantitative data on the number of complaints received, the number that were eligible, and the number resolved
- Qualitative data on the type of complaints and answers provided, issues that are unresolved
- Other stakeholders and resources mobilized to support the problem-solving process
- Time taken to resolve complaints
- Number of grievances resolved at the lowest level, and raised/appealed to higher levels
- Summary of resolutions/decisions made
- Satisfaction with the action taken
- Any particular issues faced with the procedures/staffing or use of the GRM
- Factors that may be affecting the use of the GRM/beneficiary feedback system
- Any corrective measures adopted

7.6.2 Reporting to World Bank

The World Bank will be kept informed and where necessary consulted on World Bank requirements, during the process of grievance resolution, and also on the outcome of the process. A summary sheet of all complaints received and resolved will be shared with the World Bank Task Team. Any complaint or incident categorized as high risk should be reported to the World Bank Task Team immediately.

7.7 GRM Contact Information

Aggrieved parties can approach and use the following contact/s for any inquiries regarding their grievances/complaints and feedback.

Description	Contact Details
Project Implementing Agency:	Road Development Authority
Project:	Inclusive Connectivity and Development Project
Contact person/s:	Project Director
Address:	3 rd Floor, Sethsiripaya, 1 st Stage, Battramulla
e-mail:	wbicdpbid@gmail.com
Website:	https://www.rda.gov.lk/
Telephone:	011-2885765

7.8 Workers' Grievance Redress Mechanism

The contractors hired under the project have the contractual obligation to establish a separate GRM to address the grievances and complaints reported by the construction workers including the sub-contractors. Grievances/complaints of the workers will be reported to either the site office of the contractor or the office of the supervision consultant. Additionally, a complaint/suggestion box will be placed within the construction site. A focal point to receive and register the grievances and complaints in each of the two offices will be designated, and their contact details will be displayed on the respective office notice boards as well as in appropriate places within the construction site. The availability of the W-GRM to report grievances will be communicated to the workers during worker induction sessions, at periodic meetings of the workers, and through leaflets. The W-GRM will establish (i) clear procedures for reporting and registering grievances; (ii) stipulated time frames for grievance resolution; and (iii) a register to record and track timely resolution of grievances. The contractor is responsible to maintain transparency in GRM operations, secure the confidentiality of the complainants, and avoid any form of discrimination against complainants. The supervision consultant will monitor and report on the processes and outcomes of the grievance redress followed by the contractor. In case the complaints are not addressed at the Contractor's level, the grievance can be escalated to the Grievance Redressal Committee (DSD level), and subsequently to the Grievance Redressal Committee (Ministry level) if the matter is not resolved (See Section 7.2.2 and 7.2.3 for details). The aggrieved worker can consider proceeding to the national appeal process as well.

8 MONITORING AND REPORTING

8.1 Involvement of Stakeholders in Monitoring Activities

The project will establish multiple mechanisms for monitoring and evaluating the SEP implementation. They would include the following arrangements.

1. Overall monitoring and evaluation by the SEP implementation team of the PMU
2. Engagement of the project implementing partners to monitor and receive feedback from the relevant stakeholders on (i) traffic management plan; (ii) road safety (iii) technical design (iv) health and safety plans, including safety plans for women and girls; and (v) engagement of stakeholders.
3. Engagement of the project affected parties, vulnerable groups, host communities, and media to monitor and report on the adequacy and usefulness of (i) information disclosure programs; (ii) consultations; and (iii) stakeholder engagement activities via their participation in commuter surveys, individual/group consultations, and in the GRM.
4. Monitoring by a third party on the implementation of the SEP, and its compliance with ESS10. The third-party monitor will assess and evaluate both the process and the outcomes of SEP implementation and will recommend mitigation/corrective measures if any non-compliance was observed. This also includes community monitoring by community monitoring groups established with the participation of local residents within the project financed areas. The project will either utilize existing community groups which are already mobilized to manage/monitor community activities or seek to appoint new committees when needed.

The project will use a variety of methods and tools for monitoring and evaluation. They will include review of project documents and progress reports, stakeholder interviews and group discussions, feedback surveys, site visits etc. SEP implementation team of PMU will coordinate and facilitate documentation of the monitoring and evaluation results and outcomes including the maintenance of records of all consultations and meetings conducted with stakeholders, types of information disclosed, issues and concerns raised at consultations/meetings, public comments/feedback received for disclosed documents, informal feedback, decisions made, and reporting back to the stakeholders. If required, project will provide capacity building training for stakeholders who would be engaged in monitoring and evaluation processes. The following monitoring framework in Table 13 provides a set of indicators that could guide the monitoring processes.

Table 13: Monitoring Framework

No.	Monitoring Indicators	Methods	Timeframe	Responsibility
1.	No. of APs, other stakeholders and vulnerable groups engaged in SEP implementation	Review of reports on consultations and progress reports	Quarterly	Social Specialist (SEP, GRM, Community Relations) & team and project partners
2.	Type of information shared/disclosed	Review of information material shared and their content	Quarterly	Social Specialist (SEP, GRM, Community Relations) & team and project partners

3.	Type of methods used for information dissemination and their effectiveness	Review of communication methods used, observations and feedback interviews and consultations with information recipients	Quarterly	Social Specialist (SEP, GRM, Community Relations) & team and project partners and third party monitor
4.	Accessibility to information and language used for communication	Records of persons who sought information; observations and feedback interviews and FGDs with stakeholders, feedback survey (annual)	Quarterly	Social Specialist & team, project partners and third party monitor
No.	Monitoring Indicators	Methods	Timeframe	Responsibility
5.	Level of awareness among APs, other stakeholders and vulnerable groups on project implementation procedures and potential impacts	Focus group discussions and individual interviews with a cross-section, feedback survey (annual)	Bi-annually	Social Specialist and team, project partners and third party monitor
6.	No. consultations conducted with APs, other stakeholders, and vulnerable groups	Review of reports on consultations by project and its partners	Quarterly	Social Specialist and team and project partners
7.	Type of issues/concerns raised and discussed at consultative meetings	Review of reports on consultations	Quarterly	Social Specialist and team and project partners
8.	Type of decisions made based on consultation outcomes	Review of progress reports	Quarterly	Social Specialist and team, PMU, project partners and third party monitor
9.	Feedback sessions conducted with APs, other stakeholders and vulnerable groups to report on the decisions made	Review of progress reports, and focus group discussions and individual interviews with a cross-section	Bi-annually	Social Specialist and team, project partners and third party monitor
10.	Level of satisfaction among APs, other stakeholders and vulnerable groups on the consultative process and its outcomes	Feedback surveys, focus group discussions and individual interviews with a cross-section	Annually	Social Specialist and team, project partners and third-party monitor
11.	No. grievances/complaints received and resolved	Review of progress reports and GRM database	Quarterly	Social Specialist and team, and third-party monitor
12.	Level of efficiency and responsiveness of the GRM	Review of the records of GRC meetings and decisions made	Bi-annually	Social Specialist and team, and third-party monitor
13.	Level of satisfaction among APs, other stakeholders and vulnerable groups on the overall performance of GRM	Focus group discussions, feedback surveys and individual interviews with a cross-section of parties who reported grievances	Annually	Social Specialist and team, and third-party monitor

8.2 Reporting Back to Stakeholder Groups

The results of the stakeholder engagement activities including results and outcomes of monitoring and evaluation of SEP implementation will be reported back to the stakeholders through bi-annual meetings, newspaper supplementary, websites, mobile phone apps, social media and posters displayed at strategic locations.

8.3 Reporting to the World Bank

The SEP manager and the team will collate all monitoring and evaluation results and produce bi-annual reports to be submitted to the World Bank.

Annex 1: World Bank Environmental and Social Standards (ESS) requirements for Stakeholder Engagement

ESS	Key Stakeholder Engagement Requirements
ESS1: Assessment and Management of Environmental and Social Risks and Impacts	Conduct an environmental and social assessment including stakeholder engagement Undertake stakeholder engagement and disclose appropriate information in accordance with ESS10 Engage with and provide sufficient information to stakeholders throughout the project cycle
ESS5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement	Engagement with affected communities including consultation and participation in planning, implementation and monitoring including avoidance of involuntary resettlement (alternative project designs) and preparation and implementation of a resettlement plan where needed. Ensure women's perspectives are obtained and considered. Full disclosure of relevant information Consultation with affected parties on relocation arrangements and compensation arrangements Grievance redress mechanism for affected parties
ESS7: Indigenous Peoples / Sub-Saharan African Historically Underserved Traditional Local Communities	Proposed measures and actions to be developed in consultation with affected IC For projects designed to benefit IC, ensure ownership and participation in design, implementation and M&E Stakeholder analysis and engagement, planning, disclosure and meaningful consultation in a culturally appropriate and gender and inter-generationally inclusive manner; including (a) involvement of IP representative bodies; (b) provide sufficient time for decision making process; (c) allow IP effective participation in design of activities and mitigation measures Obtain Free, Prior and Informed Consent (FPIC) as defined in the ESS7, in circumstances in which the project will (a) have adverse impacts on IP land and natural resources; (b) cause relocation of IP; or (c) have significant impacts on IP cultural heritage. Ensure a Grievance Mechanism that is culturally appropriate and accessible to IP is in place

ESS8: Cultural Heritage	Identify stakeholders that are relevant for cultural heritage that may be affected by the project, including project affected parties and other interested parties Carry out meaningful consultations to identify cultural heritage that may be affected by the project, consider its significance, assess risks and impacts and explore avoidance and mitigation options Maintain confidentiality where necessary, including respecting traditionally confidential information Maintain stakeholders' access to cultural heritage
ESS10: Stakeholder Engagement and Information Disclosure	Engage with stakeholders throughout the project life cycle, starting as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design.

ESS	Key Stakeholder Engagement Requirements
	The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts. Engage in meaningful consultations with all stakeholders. Provide timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation. Stakeholder engagement will involve the following: (i) stakeholder identification and analysis; (ii) planning how the engagement with stakeholders will take place; (iii) disclosure of information; (iv) consultation with stakeholders; (v) addressing and responding to grievances; and (vi) reporting to stakeholders Design and implement a grievance redress mechanism proportionate to the nature and scale of risks and impacts

Annex 2: Template for Site-Specific Stakeholder Engagement Plan

The Site-Specific Stakeholder Engagement Plan should have three sections:

1. A short narrative section
2. A typology of stakeholders, in matrix format
3. A step-by-step plan for information disclosure and stakeholder consultation, in matrix format.

1. Outline of Narrative Section

2. Introduction

3. Objectives

4. Stakeholders

Brief description of types of stakeholder, clearly distinguishing between Project Affected Parties and other interested parties. Refer to stakeholder matrix for details.

5. Stakeholder Engagement Plan

Brief description of the stakeholder engagement activities, referring to the SEP matrix for details.

6. Implementation Responsibilities

Brief description of responsibilities for implementing the SEP (not the whole project!).

7. Grievance Redress Mechanism

Brief description of the project Grievance Redress Mechanism

8. Monitoring and Evaluation

Brief description of tools, activities and responsibilities for monitoring and reporting on implementation of the SEP.

Annex 3 Stakeholder Matrix

Type of Stakeholder	Location	Number of People	Key Characteristics	Language, Literacy and Internet Use	Community Representatives	Preferred Means of Communication	Means of Consultation / Specific Needs

Annex 3.1 Stakeholder Engagement Plan Matrix

Process Step	Timing	Stakeholder Group	Information to Be Disclosed	Means of Disclosure	Consultation Activities	Expected Outcome of Consultation

Annex 4 :

**Sample Complaint / Grievance Form
Road User Complaint / Grievance Form**

Project Name: _____
Location (Road/Bridge/Chainage/Village): _____
Date: ____ / ____ / ____

A. Complainant Information

Name: _____
☐ I wish to remain anonymous.
National Identity Card (Optional): _____
Address: _____

Telephone: _____
Mobile: _____
WhatsApp: _____
Email: _____

Please describe your complaint or grievance.
(Attach additional pages if necessary.)

D. What action would you like the Project to take?

E. Supporting Information

Please attach any available supporting documents.

- ☐ Photographs
- ☐ Video
- ☐ Maps
- ☐ Documents
- ☐ Witness details
- ☐ Other

F. Declaration

I declare that the information provided above is true to the best of my knowledge.

Signature: _____
Date: ____ / ____ / ____
(If anonymous, signature is not required.)