

## Briefing Note

# Key Infrastructure Projects and Opportunities for Foreign Investment in Sri Lanka

**THIS BRIEFING NOTE** will discuss key infrastructure projects in the pipeline in Sri Lanka. These are in urban development, sea and airport, development and road development. This will enable the missions to promote investment in these sectors.

## WESTERN REGION MEGAPOLIS PLANNING PROJECT

### Overview

The Western Region Megapolis Planning Project (WRMPP) is a major urban development initiative which focuses on developing the Western Province as a ‘megapolis’.<sup>1</sup> A megapolis is characterised by a cluster of large networked cities which exist independently but are integrated. It is characterised by urban sprawl, high population density and a convergence of urban and suburban areas.

### Expected Benefits

The WRMPP aims to position Colombo as Asia’s next ‘Global City’. The WRMPP envisions a spatial and structural transformation of the Western Province of the country to:

- Alleviate congestion pressures caused by ‘messy urbanisation’
- Create the enabling environment to accelerate growth to reach high income country status

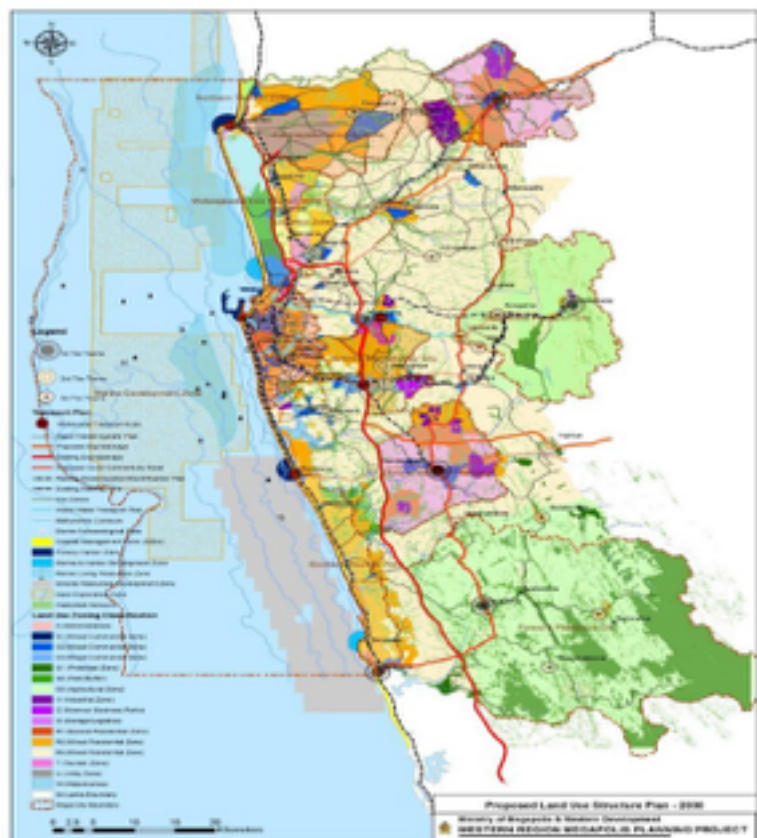
Harness the benefits of global technological developments<sup>2</sup>

### Activities

The WRMPP identifies the medium and long term development direction of the Western region. An implementation framework will be developed and include the following:

- Preparation of detailed planning & zoning for all areas within the Western Region.

FIGURE 1: PROPOSED WESTERN REGION MEGAPOLIS LAND USE PLAN



Source: WRMPP, 2016

**Current Status:** Planning

**Funding:** Public-Private Partnerships

**Total Estimated Project Cost:** USD 83 billion

**Duration of the Project:** Long term

**Implementing Agency:** Ministry of Megapolis and Western Development



- Feasibility and strategic study for the identified key catalyst projects.<sup>3</sup>
- Identification and development of critical infrastructure projects.
- Project and land sale packaging.
- Land consolidation.

Strategic interventions under the WRMPP have been categorised under ten broad themes:

1. Transport,<sup>4</sup> Energy and Water
2. Housing and Relocation of Administration
3. Environment and Waste Management
4. Aero Maritime Trade Hub
5. Central Business District<sup>5</sup>
6. Industrial and Tourist Cities
7. Science and Technology City
8. Eco Habitats and Plantation City
9. Smart City Development Project<sup>6</sup>
10. Spiritual Development Facilitation

The interventions represent a non-exhaustive grouping of over 150 development projects according to either a functional or geographic basis.<sup>7</sup>

### ***Opportunities for Foreign Investment***

Projects under the WRMPP are expected to be developed under the following methods:

- Public-Private Partnership (PPP)
- Expression of Interest (EOI) - Request for Proposal (RFP) - Tendering
- Government to Government
- Funding by WRMPP
- Fund raising by WRMPP etc.

All projects will be subject to regulations and guidelines developed by the Western Region Megapolis Planning Authority.<sup>8</sup> The Western Region Megapolis Planning

Authority together with the Agency for Development will be responsible for the supervision of the projects. The available methods of procurement will be based on the Procurement Guidelines (2006). Guidelines regarding Selection and Employment of Consultants (2007) are applicable in the circumstances where expertise, knowledge, or organisational strength are lacking to carry out the proposed assignment and consultants are required. The Guidelines on Government Tender Procedure (2000) will be applicable to the procurement of private infrastructure projects. Infrastructure development projects will include:

- Power plants
- Highways
- Ports
- Airports
- Telecommunications
- Railways
- Transport systems
- Industrial estate development
- Large scale real estate developments
- Solid waste management
- Water supply and drainage
- Warehouses, housing, markets etc.
- Land reclamation
- Other economic infrastructure.

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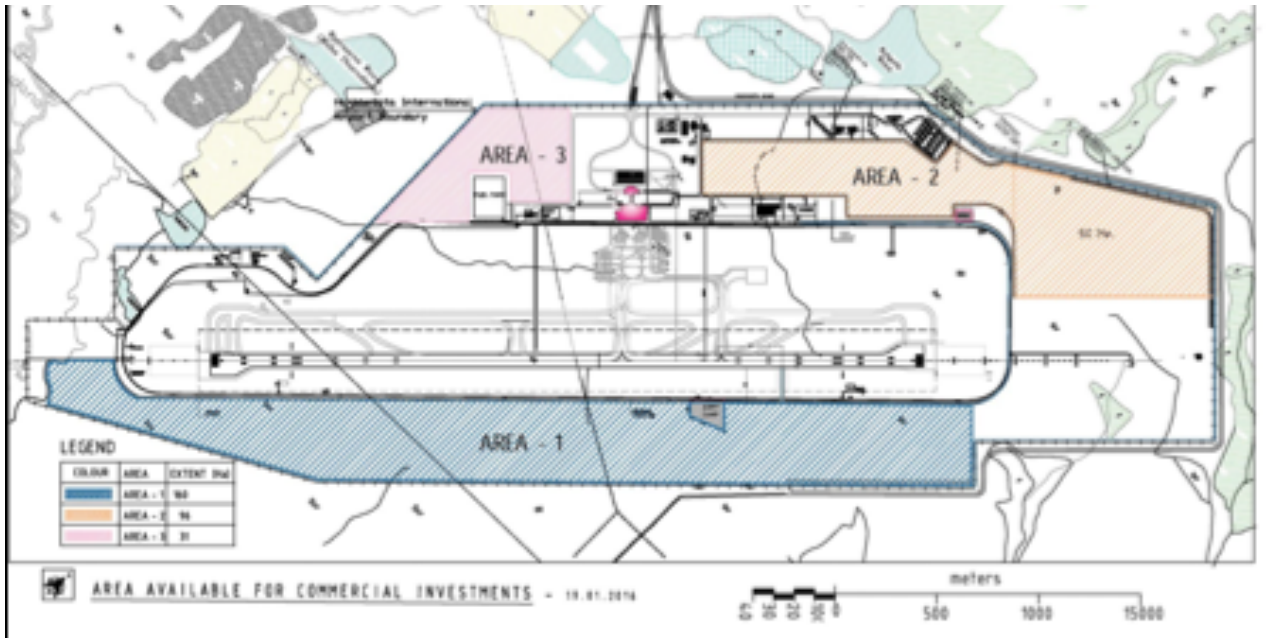
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Image source: <https://en.wikipedia.org/wiki/Colombo>

## MATTALA RAJAPAKSA INTERNATIONAL AIRPORT

FIGURE 2: LAYOUT OF AREA AVAILABLE FOR COMMERCIAL INVESTMENT IN MRIA



Source: Airport and Aviation Services (Sri Lanka) Ltd, 2016

### Overview

Mattala Rajapaksa International Airport (MRIA) is Sri Lanka's second international airport, located in Mattala - 24 km from Hambantota in the Southern province. It is located in close proximity to several tourist attractions such as Udawalawe National Park, Sinharaja Rainforest, Yala National Park, Arugam Bay and the Galle Dutch Fort.

### Current and Expected Benefits

- Passenger terminal with floor area of over 14,000 sq. m with passenger capacity of one million passengers per annum. It has 12 check-in counters and 2 gates equipped with jetways.
- Runway capable of handling the largest aircraft, namely the Airbus A380.
- Cargo terminal of 5,000 sq. m with the following facilities: Export cargo section; import cargo section; customs; airline offices; plant and animal quarantine; two cool rooms; special vault for high value items; 20 ha for cargo logistics; 50 ha for industrial developments and space for bonded warehousing.
- Gazetted as a bonded area by the Government of Sri Lanka (GOSL) in February 2013.
- In close proximity to the Hambantota Port and the Southern Expressway.

### Opportunities for Foreign Investment

Expressions of Interest for foreign investment are expected to be called from the Strategic Business Enterprises for Investment and Commercial Operations of the MRIA. The following investment opportunities are available at the MRIA.

- Direct aviation related ventures:
  - Use of MRIA as an Airline Operational Base/ Hub
  - MRO (Maintenance, Repair and Overhaul facilities) for airlines
  - Flying schools and Aerospace Engineering schools
  - Aerospace Engineering
  - Cannibalisation and Recycle of Aircraft Parts
  - FBO
  - Aircraft Component Manufacturing
  - Aircraft Long Term Parking
- Indirect aviation related ventures:
  - Hospitality, tourism, recreation & leisure, adventure, freight forwarding, courier services, transportation
  - Hotel/Resorts
  - Recreation Activities and Theme Parks





- Duty Free Shopping Complex (Branded shopping outlets spa & therapy)
- Golf Course Development
- Renewable energy industry (solar, wind turbines, etc.)
- Industrial park (manufacturing, packaging, warehousing)
- Agricultural products and perishable cargo for export
- Cruise Ship Transfers
- Transit Services
- Knowledge parks (schools, academies, universities)<sup>9</sup>

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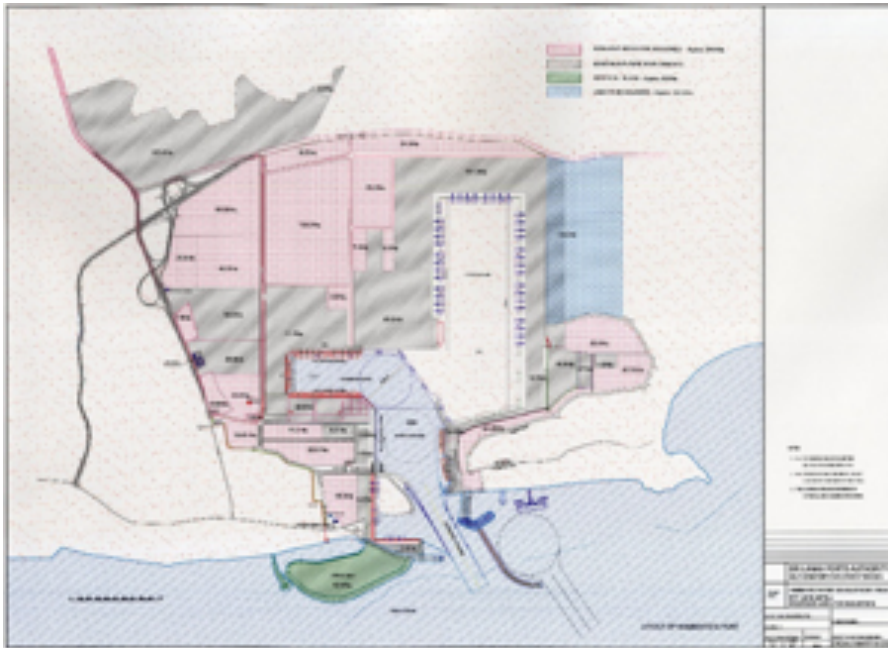
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Image source: [https://commons.wikimedia.org/wiki/File:Mattala\\_Rajapaksa\\_International\\_Airport\\_Terminal\\_Building.JPG](https://commons.wikimedia.org/wiki/File:Mattala_Rajapaksa_International_Airport_Terminal_Building.JPG)

## HAMBANTOTA PORT DEVELOPMENT PROJECT PHASE II



**FIGURE 3: LAYOUT OF HAMBANTOTA PORT**

**Current Status:** Completed

**Funding Agency:** Export and Import Bank of China

**Total Estimated Project Cost:** USD 800 million

**Duration of the Project:** Nov 2012 – Nov 2015

**Implementing Agency:** Sri Lanka Ports Authority

**Source:** Sri Lanka Ports Authority, 2016.

### Overview

The development of the Hambantota Port is the latest major port related development undertaken by the Sri Lanka Ports Authority (SLPA). The Port is expected to be developed as a major industrial and service port in the South East Asian region with an attached industrial zone. This is driven by the rapid growth in the Asian market.<sup>10</sup>

### Expected Benefits

- The Hambantota Port has approximately 800 hectares of land within its industrial zone, making it one of the largest port related industrial zones in South Asia. With zero deviation time from the international shipping route, it is ideal to operate as a logistics hub and ship repair yard facility.
- The port has been declared a Free Port and is planned to operate as a Green Port in the future.
- Hambantota is ideally located among major manufacturing bases for automotive parts and markets in Asia and Africa, making it ideal as a centre for vehicle assembly and value addition. Hambantota has a competitive edge over other ports with its automotive roll-on roll-off (RO-RO) and transshipment operations. The port contains a dedicated RO-RO yard of 11 ha, and 25 ha of heavy duty yards for expected container and other cargo operations.
- The bunkering operations will target traffic passing the south coast of the country. The bunkering facility consists of 14 tanks with a storage capacity of 80,000 cb m and has facilities for bunker fuel, avi-

ation fuel and liquid petroleum gas. The tank farm has oil blending and fuel testing facilities, and the oil terminals are equipped with 16 loading arms.

- Regional supportive infrastructure facilities include the Southern Expressway connecting the business capital of Colombo and the southern region of the country;<sup>11</sup> Mattala International Airport; a State-of-the-art International Conference Hall; and a fully-fledged General Hospital with state-of-the-art facilities.<sup>12</sup>

### Activities

The Hambantota Port project is being carried out in multiple phases.

Phase I of the project will provide bunkering, ship repair, ship building, and crew change facilities. Phase I commenced on January 2008 and completed the following activities by December 2011.

- Two breakwaters
- Excavation of 17m deep harbour basin
- Dredging of 210m wide entrance channel
- Construction of service berth with a total length of 105m
- Construction of general purpose berth of 100,000 DWT capacity and a berth length of 600m,
- Construction of oil berth of 100,000 DWT capacity and a berth length of 300m
- Access Roads and ancillary buildings.



Currently, terminal operations are ongoing in the Phase I terminals.

Phase II of the project commenced in November 2012 and the following activities were completed by 2015:

- Construction of multipurpose berth, transition berth, main container terminal and feeder container terminal
- Construction of dolphin type oil berth
- Construction of the artificial island with an extent of 42.6 ha
- Deepening of entrance channel from -16m to -17m, construction of coffer dam, and access roads, yards and handling facilities.

Necessary action to obtain electricity and water supply connections to the Port of Hambantota and the installation of these services are currently in progress. Further, the Port is well equipped with two six-lane port access roads covering East and Western sides of the Port. In addition, several four-lane and two-lane roads have also been constructed.

#### ***Opportunities for Foreign Investment***

Request for Proposals to establish the following industries within the facility are in the pipeline:<sup>13</sup>

- Petroleum based Fuel Industries (Fuel, Polymers, Lubricants, Polyolefin) and Petroleum Products Storage
- Manufacturing Industry (Fertiliser Processing Plant, Glass Processing and Recycling Plant, Aluminium Processing Plant, Wood Based Panel Manufacturing, Ship Building)

- Resource Recovery Industry (ex. Waste Oil-Refining Plant)
- Sugar Industry
- Power Generation
- Value Added Logistic Services such as freight forwarding services and shipbuilding, repairing and breaking<sup>14</sup>
- Assembling Plants
- Waste Managing Industry (to manage waste generate within the port)
- Dockyard
- Warehousing

The main charges related to the industrial development and operation activities at the industrial zone are the annual land lease, royalties (based on the annual throughput) and lump sum premium.

There are plans to expand the existing RO-RO and Bunkering operations, with the SLPA already having requested proposals for Bunkering Operations.<sup>15</sup>

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Image source: [https://commons.wikimedia.org/wiki/File:Hambantota\\_Harbour\\_Sri\\_Lanka.JPG](https://commons.wikimedia.org/wiki/File:Hambantota_Harbour_Sri_Lanka.JPG)



## COLOMBO SOUTH PORT EXPANSION



FIGURE 4: PROPOSED LAYOUT OF COLOMBO PORT SOUTH

**Current Status:** Ongoing

**Funding Agency:** Asian Development Bank, Government of Sri Lanka and the Private Sector

**Total Estimated Project Cost:** USD 1.2 billion

**Duration of the Project:** 2008 - 2022

**Implementing Agency:** Sri Lanka Ports Authority

Source: Asian Development Bank, 2007.

### Overview

Colombo Port is the natural transshipment hub for the South Asian region. However, due to capacity constraints, the share of transshipments to the Indian subcontinent declined between 1998 and 2002, from 52% to 45% respectively. Without its transshipment status, Colombo Port will become a feeder port, leading to increased costs and times in trading through Colombo. To recapture market share, and maintain its status as a transshipment hub, the GOSL identified the expansion of the Port of Colombo as a major internationally competitive port in South Asia, and as a key strategic interest.

Prior to the project, there were three terminals in the Port of Colombo: Jaya Container Terminal, Unity Container Terminal and South Asia Gateway Terminal, comprising seven main container berths and four feeder berths. The Port of Colombo had a capacity of about 4.5 million TEUs. The expansion project will enhance capacity by 7.2 million TEUs.<sup>16</sup>

### Expected Benefits

The Colombo South Harbour will have advanced features such as:

- A depth of 18m and an access channel of 20m depth, as opposed to 15m and 16m respectively in the present harbour.
- A turning circle of 800m in the new harbour basin, a basin depth of 18m and a two-way access channel

of 570m width and 20m depth.

These advancements would attract any type of ship to the harbour, not only with its greater back-up space and depth, but also proper road access, access to container operator services and a well-established system already present in Colombo.

With the completion of the project, it is expected that the container handling capacity of the Port of Colombo will increase from slightly more than 4 million TEUs to 12 million TEUs per year, making it one of the world's largest container ports.

### Activities

The Colombo Port Expansion Project (CPEP) will facilitate the construction of the Colombo South Harbour (CSH). The CSH will be situated to the west of the existing Colombo Port and comprise an area of approximately 600 hectares.

The proposed layout shows that the CSH will be created through the construction of a major new breakwater to the west of the existing harbour, and a smaller secondary breakwater. New buildings for a pilot station and crew accommodation are to be constructed at the head of secondary breakwater.

Following the completion of the CPEP, three more terminals, each having 1,200m length and a capacity of 2.4 million TEUs and facilities to accommodate 3 berths alongside, will be available. The first of these, the South Container Terminal has been completed and



already commenced operations. This is the first terminal in South Asia that can accommodate a mega-sized vessel. The SLPA-owned East Container Terminal (ECT) is due for completion in 2018, while the West Container Terminal is expected to be operational by 2023.<sup>17</sup>

### ***Opportunities for Foreign Investment***

Bids are expected to be invited under the public-private partnership scheme for the development of the East Container Terminal.<sup>18</sup>

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Image source: <https://www.flickr.com/photos/9508280@N07/25470240960/>





## BANDARANAIKE INTERNATIONAL AIRPORT PHASE II STAGE 2



**FIGURE 5: ARTISTIC RENDITION OF THE BANDARANAIKE INTERNATIONAL AIRPORT TERMINAL 2**

**Current Status:** Ongoing  
**Funding Agency:** Japan International Cooperation Agency  
**Total Estimated Project Cost:** JPY 45,428 million  
**Duration of the Project:** Sep 2014 – Nov 2019  
**Implementing Agency:** Airport and Aviation Services Limited<sup>22</sup>

**Source:** Daily News, 2016.

### Overview

Following the end of the civil conflict in 2009, tourist arrivals to the country have experienced a significant growth. Between 2011 and 2015, arrivals surged from 855,975 to 1,798,380.<sup>19</sup> Consequently, the number of passengers handled via Bandaranaike International Airport (BIA) in 2015 reached 8.5 million, substantially exceeding its current capacity of 6 million passengers.

In order to overcome the BIA's capacity constraints, and cater to anticipated increased demand, the project aims to increase capacity to 15 million passenger movements per annum while improving passenger convenience with the expansion of airport infrastructure and facilities.

The project will also facilitate the goal of achieving aviation hub status, as envisioned by the Airports and Aviation Services (AASL),<sup>20</sup> based on the strategic location of Sri Lanka with respect to the international air routes. Sri Lanka is located midway between the aviation hubs in the Asia- Pacific region and the Middle East.<sup>21</sup>

### Activities

The main project activity under Phase II Stage 2 project will be the construction of Terminal 2 covering 18,000 sq m in floor area and required facilities of the BIA.<sup>23</sup> A multi-level terminal with two pier passenger terminals for separate arrival and departure facilities is to be built with the safety requirements of an international airport, an inline baggage handling system and an access control system with surveillance cameras.<sup>24</sup>

Rapid exit to the Colombo Katunayake Highway will be provided directly from the terminal.<sup>25</sup> Extension of the parking apron will also be undertaken.<sup>26</sup> The existing apron has 25 parking stands which includes 8 contact parking positions and 17 remote parking positions. An additional 23 aircraft parking positions will be developed under the project, which includes 16 contact gates.<sup>27</sup>

Stage 2 itself is to be implemented in two stages and the first stage is scheduled to be completed by early 2017.

### Opportunities for Foreign Investment

With the completion of Terminal 2, and increase in handling capacity to 15 million passengers per annum, a number of additional facilities will be incorporated within the BIA and surrounding areas. These will be open for interested investors and include the following:

- Duty free shopping
- Restaurants
- Cleaning services
- IT Services

Additionally, under the Western Region Megapolis Project, a proposed Aero City will be developed at Kattana. It will include the following developments:

- Transit Hotel at BIA
- Proposed Second Runway of BIA
- Business Park



- Convention and Expo Center
- Commercial and big block retail establishments
- Recreational areas including golf course, public spaces and
- Community parks.
- Establishment of the Hotel School
- Car Rental and Transport Facilities<sup>28</sup>

**Contacts for Further Information**

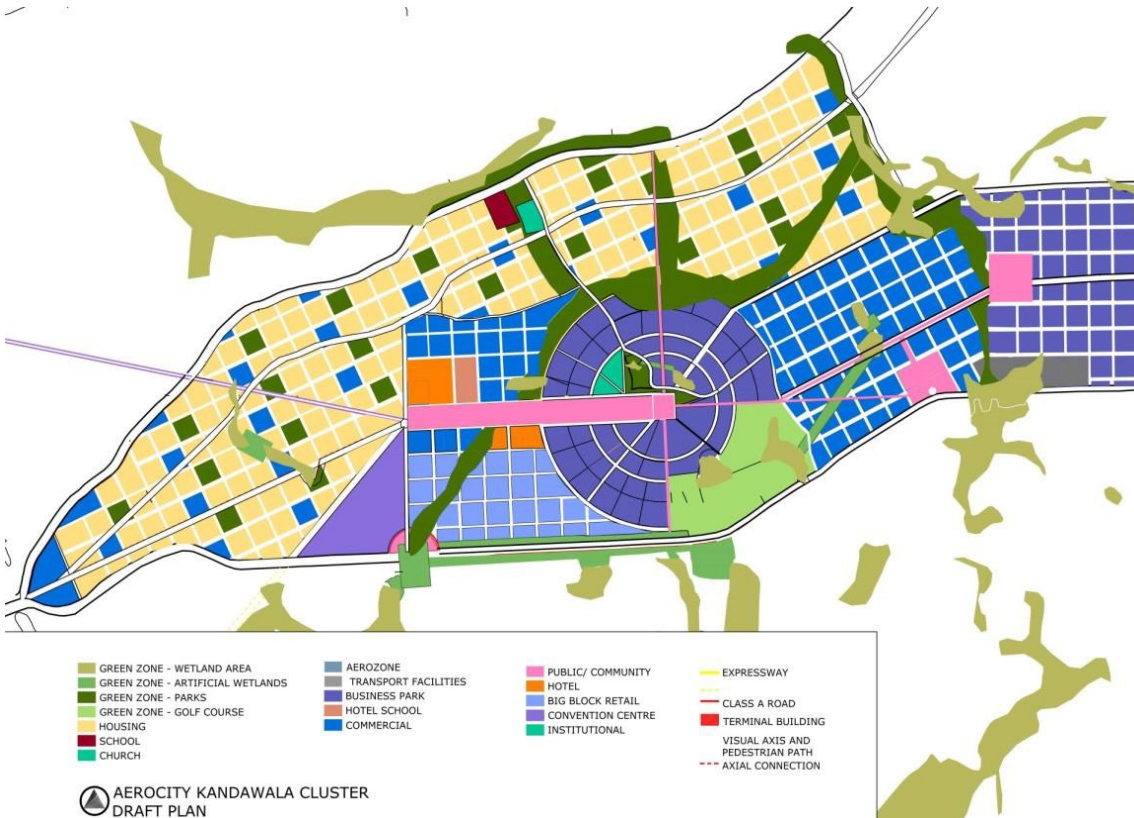
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Image source: <https://si.wikipedia.org/wiki/>

**FIGURE 6: DRAFT PLAN FOR AERO CITY UNDER THE WESTERN REGION MEGAPOLIS MASTER PLAN**



Source: WRMPP, 2016.

## COLOMBO PORT CITY DEVELOPMENT PROJECT



**FIGURE 7: PROPOSED LAND RECLAMATION UNDER THE COLOMBO PORT CITY DEVELOPMENT PROJECT**

**Current Status:** Ongoing

**Funding Agency:** China Communications Construction Company Ltd.

**Total Estimated Project Cost:** USD 1,400 million

**Duration of the Project:** Sep 2014 - 2040

**Implementing Agency:** Ministry of Megapolis and Western Development

**Source:** Central Engineering Consultancy Bureau, 2015.

### Overview

Colombo Port City, under the ambit of the WRMPP, is a proposed offshore city in Colombo, Sri Lanka, which is planned to be built on 296 ha of reclaimed waterfront land adjacent to the Galle Face Green. This will be the biggest direct foreign investment development project to be implemented in Sri Lanka.<sup>29</sup> The location of the Colombo Port City takes advantage of twin attractions, being in proximity to the Colombo Central Business District, as envisaged in the WRMPP, and the oceanfront living, in a carefully master-planned area.

The Colombo Port City will be developed under an open space concept, with a network of public parks and open waterfront, large scale and small-scale streets, public squares and small plazas. It also envisions the creation of a new area of green landscape in Colombo, encompassing a parkland area of approximately 45 ha – all accessible to the general public.

### Expected Benefits

During the reclamation phase of the project, job creation is expected to be more than 1700 direct jobs per annum while its impact on indirect employment is estimated to be around 4500. In addition, a further 4500 would be indirectly employed at the quarry sites and quarry supply chain during the reclamation.

The key benefits of the Colombo Port City after the reclamation phase of the project will include:

- Position Colombo as the most liveable city in South Asia.
- Establish Colombo as a business, financial and tourism hub of South Asia.
- Attract FDIs particularly for high value added service sector investments.<sup>30</sup>
- Establish headquarters of export manufacturing establishments and generate a wide range of direct and indirect benefits to the national economy.
- Increase higher paying jobs related to international trade and the movement of greater amounts of imports and exports through the Colombo port.
- Create higher paying service sector jobs through new investments in buildings and infrastructure at the Colombo Port City, and the attraction of new businesses. This includes job creation in a wide variety of service sectors, including:
  - Direct employment in professional and technical occupations in areas such as Information Communication Technology (ICT), banking, fund management, investment banking, real estate, retail and tourism sub-sectors, and;
  - Indirect employment generated through multinational firms, retail outlets, restaurants, local government services, schools, hospitals, etc. and firms that provide services to the Colombo Port City companies such as office supplies and equip-





ment, utilities, communications and professional services. The first year of business operations in the Colombo Port City is expected to generate 2,500 employment opportunities and thereafter rising to over 65,000 in the 23rd year.

- Create public amenities such as parks, theme parks and other recreational facilities within Colombo's Central Business District for all strata of society to enjoy.

### **Activities**

The project commenced construction on 16 September 2014. A 25-year development period is anticipated for the Port City to be fully developed. The Colombo Port City will be developed in two distinct phases:

**PHASE 1:** Reclamation of 233 ha, sand extraction and construction of coastal structures to protect the landfill for the proposed Colombo Port City. The reclamation is scheduled for completion by March 2019 and mainly consists of the following activities:

- Offshore Breakwater construction
- Sand dredging for land reclamation from approved borrow areas
- Land reclamation in Phases

**PHASE 2:** Construction of the buildings and infrastructure of the Port City.<sup>31</sup>

### **Opportunities for Foreign Investment**

Around 173 ha of land that will be marketed to local and international developers - i.e. land to be sold or leased under applicable laws in Sri Lanka to third party investors for development after allowing for public parks, roads and beaches - to undertake developments according to a phased master plan. It is estimated that land sales will generate about USD 6.0 billion over 20 years, considering a conservative base land price of USD 2,300 per square metre (Rs. 8 million per perch) and a low land price inflation of 3 per cent per annum. Land will be available for sale from the fourth year.<sup>32</sup>

The Port City will become a special financial and business district of Sri Lanka which will have its own laws. There will be a separate financial and legal system operating in the Port City where people can come and transact business internationally.<sup>33</sup>

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Image source: <https://www.flickr.com/photos/presidentrajapaksa/15252468796>



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# Endnotes

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- <sup>1</sup> 'Megapolis' is derived from the Greek word 'megalopolis' which means mega city.
- <sup>2</sup> Western Region Megapolis Planning Project, "The Megapolis - Western Region Master Plan", (2016).
- <sup>3</sup> Waste processing and Rail Transit System in Colombo have been identified as priority infrastructure projects under the WRMPP and preparation for their implementation is already on-going.
- <sup>4</sup> For more details, see the Transport Proposal for Western Region Megapolis Development Project available at: [http://megapolis.gov.lk/pdf/Transport%20Plan\\_May%202016/Transport-Master-Plan-Web-Version-01.pdf](http://megapolis.gov.lk/pdf/Transport%20Plan_May%202016/Transport-Master-Plan-Web-Version-01.pdf), [accessed on: 26 May 2016].
- <sup>5</sup> The Colombo Port City Development Project will be facilitated under this aspect of the WRMPP.
- <sup>6</sup> Siemens PLC signed a Memorandum of Understanding (MoU) with Ministry of Megapolis and Western Development to offer expertise and best practices from its Smart City solutions. For more details, available at: [http://www.colombopage.com/archive\\_16A/May23\\_1464026758CH.php](http://www.colombopage.com/archive_16A/May23_1464026758CH.php), [accessed on: 26 May 2016].
- <sup>7</sup> For more details, see the WRMPP Projects Identification Document, available at: <http://megapolis.gov.lk/pdf/Projects-Identification-Document-V3.pdf>, [accessed on: 26 May 2016].
- <sup>8</sup> For more details, see Draft Megapolis Regulations and Guidelines, available at: [http://megapolis.gov.lk/pdf/Regulations%20Report\\_May2016/WRMPP-Regulations-Draft\\_May16.pdf](http://megapolis.gov.lk/pdf/Regulations%20Report_May2016/WRMPP-Regulations-Draft_May16.pdf), [accessed on: 26 May 2016].
- <sup>9</sup> Airport and Aviation Services (Sri Lanka) Ltd, Invest in MRIA, available at: [http://www.airport.lk/mria/invest\\_mria/investment\\_opportunities.php](http://www.airport.lk/mria/invest_mria/investment_opportunities.php), [accessed on: 27 May 2016].
- <sup>10</sup> Sri Lanka Ports Authority, of Hambantota Request for Proposals, (2016).
- <sup>11</sup> Proposals are already underway to extend the expressway to Hambantota.
- <sup>12</sup> Sri Lanka Ports Authority, of Hambantota Request for Proposals, (2016).
- <sup>13</sup> Sri Lanka ports Authority, available at: [http://www.slpa.lk/port\\_hambantota.asp?chk=4](http://www.slpa.lk/port_hambantota.asp?chk=4), [accessed on: 27 May 2016].
- <sup>14</sup> Budget Speech 2016. (November 2015).
- <sup>15</sup> Sri Lanka Ports Authority, Request for Proposal - Operation of Bunkering Facility at Port of Hambantota, (2016), available at: [http://www.slpa.lk/Tenders/Advertisement%20RFP-Bunkering%20\(2\)-21032015%20%20advertisement.pdf](http://www.slpa.lk/Tenders/Advertisement%20RFP-Bunkering%20(2)-21032015%20%20advertisement.pdf), [accessed on: 27 May 2016].
- <sup>16</sup> Asian Development Bank, Colombo Port Expansion Project Completion Report, (2015).
- <sup>17</sup> Central Engineering Consultancy Bureau, "Proposed Colombo Port City Project - Supplementary Environmental Impact Assessment Report", (2015).
- <sup>18</sup> 'ADB to support Sri Lanka expand Colombo Port operations using PPP', News.lk, (26 February 2016), available at: <http://www.news.lk/news/business/item/12368-adb-to-support-sri-lanka-expand-colombo-port-operations-using-ppp>.
- <sup>19</sup> Central Bank of Sri Lanka, "Annual Report 2015", (2016).
- <sup>20</sup> 'Airport and Aviation Services (Sri Lanka) Ltd, "Annual Report 2014", (2015), available at: [http://www.airport.lk/aasl/business\\_info/2014\\_annual\\_rpt.pdf](http://www.airport.lk/aasl/business_info/2014_annual_rpt.pdf), [accessed on: 27 May 2016].
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