

POLICY BRIEF | AUGUST 2025

Private-Public Collaboration in Tourism Decision-Making in Sri Lanka: Time to Rethink Representation?

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KEY TAKEAWAYS

- Private-public collaboration has been a feature of Sri Lanka's tourism sector for decades. But there is yet to be a systematic review that has led to changes in representation of private sector members, to better reflect emerging shifts in the industry today.
- CSF analysis of private sector representation on the SLTDA and Tourism Advisory Committees (TAC) over 18 years finds issues in both the law and the practice of appointing members.
- Statutory limits on numbers of members have sometimes been exceeded. Representation continues to be concentrated around incumbent players. There is a tendency of repeat and concurrent appointments. Female representation is consistently low.
- Ministers have failed to use their discretion in TAC appointments to bring in new and diverse voices, that provide more contemporary and inclusive views of the industry.
- More inclusive and meaningful private sector representation in the tourism industry's engagements with the government can strengthen the industry's prospects.

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Disclaimer: This Policy Brief presents an independent analysis by CSF researchers based on publicly available data and our own analysis. Best efforts were made to further validate findings and analysis with individuals with prior experience in tourism policy. Our findings offer a critical assessment of the current status quo, with a view to fostering a more inclusive tourism sector. It is intended to stimulate dialogue and contribute to evidence-based decision-making, ultimately benefiting Sri Lanka's tourism ecosystem and future tourism development prospects.

To share any feedback, write to connect@csf-asia.org.

1. INTRODUCTION

The Sri Lankan government incorporates various mechanisms to formalise private-sector input in policymaking and economic governance. Such platforms range from Presidential Taskforces and Ministerial Advisory Committees to Boards of Directors in public institutions and local government committees. Some bodies are established ad-hoc to address specific issues, such as the 16-member Advisory Committee during [the economic crisis](#), while others, including the Board of the Sri Lanka Export Development Board and the Export Advisory Councils, are laid out in Acts (e.g., Sri Lanka Export Development Act). The appointments of such members are typically at the discretion of Presidents or subject Ministers.

The objectives of these appointments can vary. They can be to infuse [technical expertise](#), to incorporate [industry perspectives](#), or attempts [to provide credibility](#) for policy decisions. However, such appointments have often been critiqued. Concerns have ranged from constitutional and accountability issues, to political influences that could impede the quality of deliberations and effectiveness of such platforms.

The Tourism Act No. 38 of 2005 ('Tourism Act') places central focus on public-private collaboration in managing Sri Lanka's tourism sector. Private-sector representation is present in all the institutions created through this Act.

The Tourism Act sits within a broader ecosystem of public-private collaboration in the tourism sector. There is a practice of establishing issue-focused tourism task forces such as the [Prime Minister-appointed 2017 task force](#) on Sri Lanka's tourism vision for 2025. Furthermore, as a subject in the concurrent list, tourism is a shared mandate by the central government and provincial councils and the

latter can establish provincial tourism boards with private sector participation as seen in the example of the [Ruhuna Tourist Bureau](#).

2. ONGOING REFORM EFFORTS AND THE OBJECTIVE OF THIS POLICY BRIEF

Restructuring tourism institutions is a stated policy priority of the incumbent National People's Power (NPP) government, evidenced by their '[National Tourism Policy](#)' unveiled during the 2024 Presidential election campaign. It includes ideas for reconfiguring the platforms for private-public collaboration in tourism. In June 2025, the Cabinet of Ministers approved a proposal by the Minister of Tourism to [prepare a new bill](#), which will contain many changes, and will repeal the existing Tourism Act.

The Policy Brief focuses on the composition of private-public collaboration in two institutions under the Tourism Act - the Minister's Tourism Advisory Committee (TAC) and the Board of the Sri Lanka Tourism Development Authority (SLTDA), with a view to informing more inclusive participation of the private sector in the new tourism bill. More broadly, it contributes to analytical scrutiny of advisory appointments in government institutions in Sri Lanka, as well as the global literature on the design of public-private collaboration platforms.

The effectiveness of these platforms, while an important aspect to consider, is beyond the scope of this study. Evidence suggests that the Sri Lankan platforms for private-public collaboration have mixed results, both within the tourism industry, as highlighted by [concerns raised by industry leaders](#), and beyond the industry, as in [the case of the Vaccine Advisory Expert Committee](#). So, better designed platforms is only the first step in addressing this issue.

3. PRIVATE-PUBLIC COLLABORATION AND THE TOURISM ACT

The current Tourism Act was a culmination of [a decade of emphasis from the 1990s](#) to increase private sector participation in governance and management of tourism (See Box 1). The functions of the long-standing Sri Lanka Tourist Board established under the Ceylon Tourist Board Act, No. 10 of 1966 (CTB Act) were split into three statutory bodies: Sri Lanka Tourism Development Authority (SLTDA), Sri Lanka Tourism Promotion Bureau (SLTPB), and Sri Lanka Institute of Tourism and Hotel Management (SLITHM). Moreover, the Sri Lanka Convention Bureau (SLCB) was converted from a Company Limited by Guarantee to a statutory board. Notably, the Act also allows the Minister in Charge of Tourism (Minister) to appoint a Tourism Advisory Committee (TAC).

The Act stipulates that the board of directors of SLTDA, SLTPB, SLITHM, SLCB, and the members of the TAC, must include representatives from the private sector. The appointment of such representatives is either entirely at the discretion of the Minister (Minister Nominees), or through nomination by specified industry associations (Industry Association Nominees). Early illustrations of the institutional structure place TAC in a prominent position (See Figure 1), though such emphasis is not seen in recent times.

Box 1: Efforts to increase private-public collaboration in tourism from 1990-2004

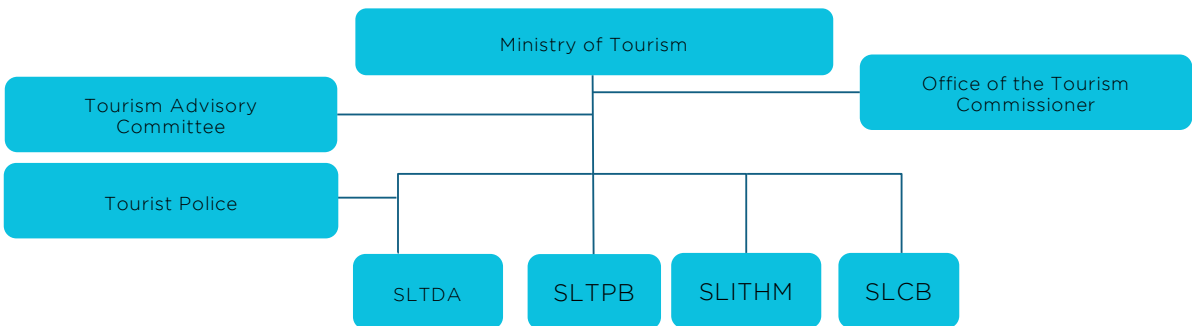
In 1994, industry representatives proposed to set up a statutory body called the Tourism Promotion Authority, separate to the existing Ceylon Tourist Board (CTB), whose board included private and public sector representation. This Authority was to be financed by a fund which included private sector contributions. This proposal was rejected.

Thereafter, the then Chairman of the CTB proposed to setup a new Tourism Authority with private sector membership. Subsequently, ministerial approval was given to set up a Guaranteed Company to manage tourism promotions. This initiative was tabled following the general elections in 2000.

Two draft acts were formulated in 2001 and 2002 which proposed setting up a Sri Lankan Tourism Development Council (SLTDC) and a Tourism Advisory Commission. Unlike the bodies established by the current Tourism Act, the SLTDC contained representatives from the tourism industry nominated by the minister, in addition to representatives from specified tourism industry associations.

Source: [Report of the Special committee appointed in 2006 to review the current Tourism Act \(2006 Review Committee\)](#)

Figure 1: Institutional Structure under the Tourism Act



Source: Extract from the SLTDA website 2009-2011

The Tourism Act specifies the composition of all five bodies. The chairs of SLTDA, SLTPB and SLITHM are Minister nominees. Each body consists of ex-officio members representing specified government institutions. Members representing the private sector are exclusively nominees of selected industry associations.

The most prominently represented industry associations are Tourist Hotels Association of Sri Lanka (THASL), Sri Lanka Association of Inbound Tour Operators (SLAITO), and Travel Agents Association of Sri Lanka (TAASL). Figure 2 outlines the composition of each body.

The SLTDA is the smallest body in number, and as a proportion, holds the lowest number of industry association nominees. In contrast, industry association nominees comprise more than half of the SLCB.

The Minister has relatively low discretionary appointment in the four institutions. In contrast, a majority of TAC appointments are the Minister's nominees. Interestingly the Minister has the discretion to appoint a 'President or Chairman of an industry association from an under-represented sector in tourism'; to the SLCB (Section 43 (4)).

Figure 2: Composition of tourism bodies established by the Tourism Act

SLTDA: 9

Ex-officio SLTDA - DG	Ministry of Tourism	Industry Association THASL	SLAITO	Minister nominee Individual - Chair
1	1	1	1	1
Ministry of Finance	Ministry of Provincial Councils	TAASL		Individual
1	1	1		1

SLTPB: 11

Industry Association Joint Council of SLAITO and THASL	Ex-officio SLTDA - DG	Ministry of Finance
6	1	1
	SLTPB - MD	Ministry of Tourism
	1	1
	Minister nominee Individual - Chair	1

SLCB: 13

Industry Association THASL	SLAITO	OPA Sri Lanka	Ex-officio BMICH - DG	SLTDA - DG	Minister nominee Individual
1	1	1	1	1	1
		FCCISL			
		1	Ministry of Finance	SL Airlines	Ministry Official
CCHA	SLAAS	Other (Non-voting)*	1	1	1
1	1	1			

SLITHM: 13

Industry Association THASL	SLAITO	Ex-officio SLTDA - DG	SLTPB - MD	Minister nominee Individual
2	1	1	1	2
SLITHM Graduates Association	TAASL	SLITHM - DG	Ministry of Tourism	Individual - Chair
2	1	1	1	1

TAC: 15

Minister Nominee Individual	Ex-officio SLTDA - Chair	SL Airlines - CEO
11	1	1
	SLITHM - Chair	SLTPB - Chair
	1	1

Source: Author's construction based on the Tourism Act

4. COMPOSITION AND REPRESENTATION IN TOURISM BODIES

This section explores the historical appointments to the SLTDA and the TAC and highlights four key insights. These two bodies were chosen because a) they are mandated to provide overall policy guidance on tourism to the Minister; and b) the availability of historical data.

The analysis is based on published material online. Information was available on seven TACs appointed since 2007. Among the persons appointed in the seven TACs, designations for two individuals were unclear. Information on the SLTDA board of directors were available for all years except 2008. For 2012, partial information was available. Annex 1 provides a detailed discussion on the methodology used to compile the dataset of historical appointments, information gaps, and assumptions made to address some limitations.¹

4.1. Exceeding statutory limits on the number of appointments

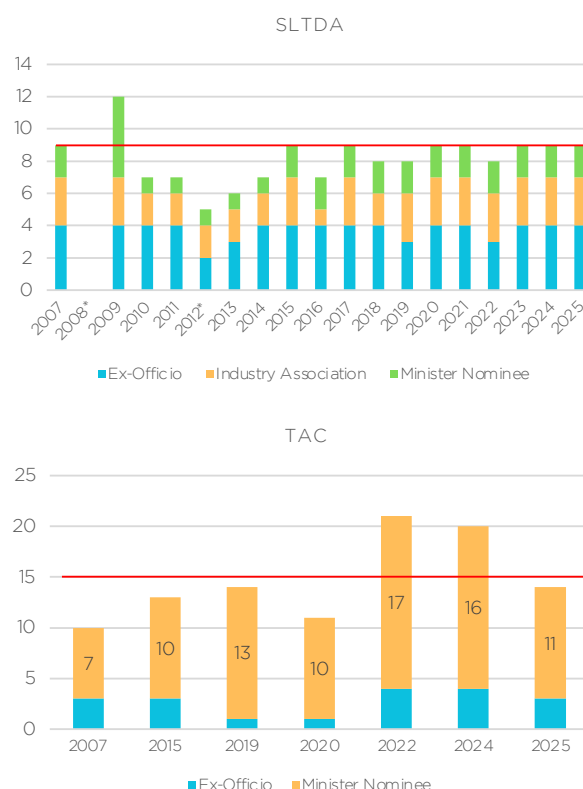
The first insight is that the number of appointments have, in some instances, exceeded statutory limits. As highlighted in Figure 2, the Tourism Act stipulates the maximum appointments for the bodies with 9 for SLTDA and 15 for TACs. In TACs, the minister can appoint “no less than five, and no more than eleven persons” in addition to the four ex-officio members (Section 32 (b)).

However, in some years, the maximum statutory limits have been exceeded. Figure 3 shows that in the case of the SLTDA, the limit was exceeded only in 2009. However, in TACs, the 2022 and 2024 committees exceeded the maximum number, and this is due to a general trend of appointing more than the stipulated limit of 11 minister nominees over the 2019-2024 period.

During a controversy around an appointment to the SLTPB in 2020, [officials claimed that](#) the Minister does have the ability to appoint members above the stipulated limit. The Act does not provide for such discretion. Beyond the stipulated appointments, the Tourism Act allows for the respective bodies to appoint ‘officers’ necessary to discharge their mandated duties (Sections 15 and 32). However, given that the Tourism Act refers to ‘directors’ and ‘members’ of the SLTDA and TAC separately to ‘officers’ and ‘servants’ (Sections 21 and 32), the basis of the earlier argument is unclear.

The lack of clarity around the Minister’s discretionary power in determining the size of bodies must be addressed, for transparency and accountability.

Figure 3: Total membership of the bodies, by representation



Source: Author's construction based on the dataset of historical appointments
Note: The statutory limit is highlighted in red

¹ Given the limitations of the methodology, the findings should not be considered conclusive and serve to merely inform and inspire further enquiry.

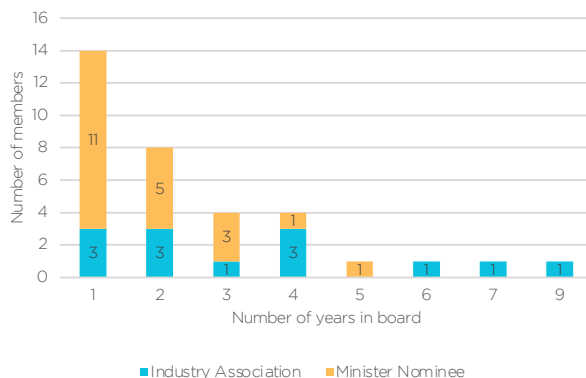
4.2. Repeat and concurrent appointments within and across the two bodies

The second key insight is that some persons are repeatedly appointed within and across the two bodies. The Tourism Act stipulates that each appointed member to the SLTDA and the TAC shall hold office for three years and will be eligible for reappointment. The Act is silent on how many times a member can be re-appointed.

Furthermore, the Act mandates that the role of TAC is to advise both the minister and the SLTDA on any matters regarding the travel and tourism industry (Section 32 (1)). So, the Chair of SLTDA being an ex-officio member of the TAC creates a situation where - as the 2006 Review Committee highlighted - “those who are expected to receive advice are also made the giver of such advice.” The Act is silent on whether nominees by industry associations and the minister can concurrently hold membership in the SLTDA and TAC.

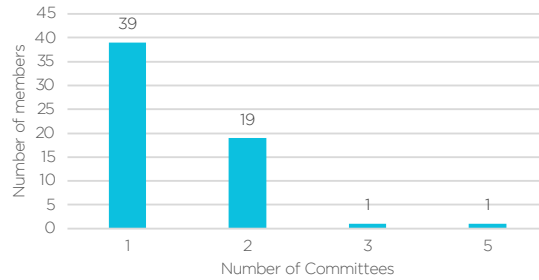
Among non-ex-officio appointments to the SLTDA, four persons have been members of the SLTDA for more than 5 years (see Figure 4), and one person was appointed to five of the seven TACs (see Figure 5).

Figure 4: Number of years in the SLTDA board (Appointed members)



Source: Author's construction based on the dataset of historical appointments

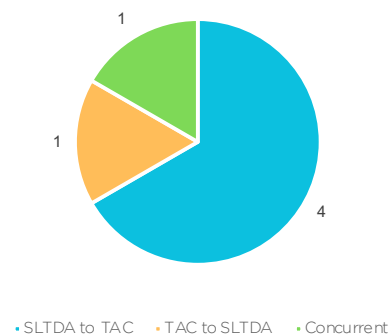
Figure 5: Repeat appointments in TAC (Appointed members)



Source: Author's construction based on the dataset of appointments

Six persons have been appointed to both bodies during the period 2007-2025 (See Figure 6). Four persons have been a member of the SLTDA before being a TAC member. One former member of a TAC has been appointed to the SLTDA thereafter. Crucially, among those analysed, appointments made in 2025 were the first that included an individual who is a minister's nominee in both the SLTDA and the TAC concurrently.

Figure 6: Appointed members to both SLTDA boards and TAC



Source: Author's construction based on the dataset of historical appointments

A discussion on the merits and demerits of having repeatedly appointed, long-standing, members in SLTDA board and the TACs is beyond the scope of this study. But any forthcoming changes to the Act must necessarily revisit this, to clarify term limits, as well as issues of re-appointment and concurrent appointment.

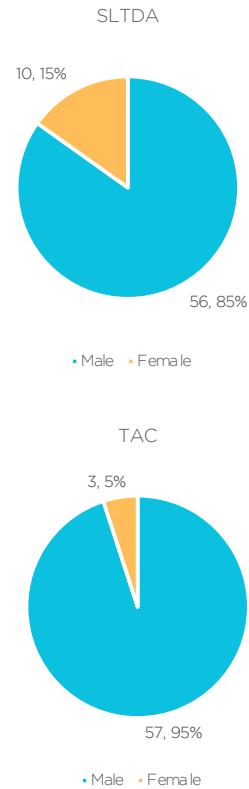
In fact, this issue has been raised before. A [bill drafted in 2021 to amend the Tourism Act](#) (which was never approved) increased the term limits of members of the proposed 'Sri Lanka Tourism Authority' (that was to replace the SLTDA) to five years, the same as the earlier CTB Act. It is unclear why term limits were changed across these Acts. Furthermore, the draft Tourism Bill of 2021 mentions that the members representing tourism associations are "to be in the board for an accumulated period of no more than 5 years."

However, more crucially, the tension raised by the 2006 Review Committee is exacerbated today as a minister's nominee has now been appointed to the two bodies concurrently. The Draft Tourism Bill of 2021 circumvents this tension by specifically mandating that the TAC would advise the Minister and not the SLTDA. But this issue goes beyond the Tourism Act itself, as [the Prime-Minister Appointed Tourism Task Force in 2017](#) constituted sitting members of the TAC. So, clarifying the functional interplay between these different platforms should be a priority when formulating the new tourism bill, to facilitate meaningful and productive private-public collaboration.

4.3. Low female representation among appointed members

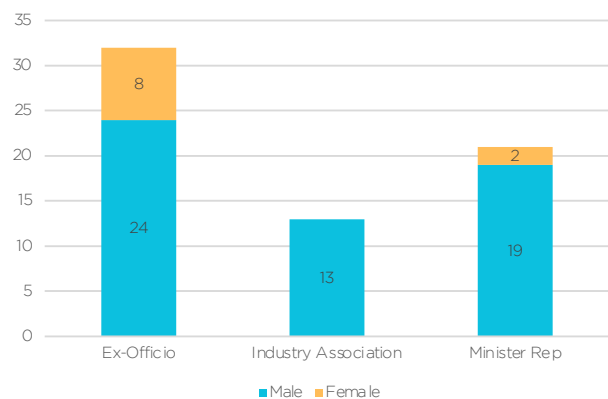
A third key insight is that **female representation is especially low among appointed members**. The tourism industry in Sri Lanka is male dominated with [less than 10 percent of females in the industry](#). This disparity is reflected in the SLTDA and TAC appointments as well (see Figure 7). Though SLTDA appointments display higher female representation, 80 percent of such female appointments are through ex-officio positions (see Figure 8). Among the appointments analysed, no industry nominee to the SLTDA has been female.²

Figure 7: Gender representation across all members



Source: Author's construction based on the dataset of historical appointments

Figure 8: Gender representation in SLTDA board by representation



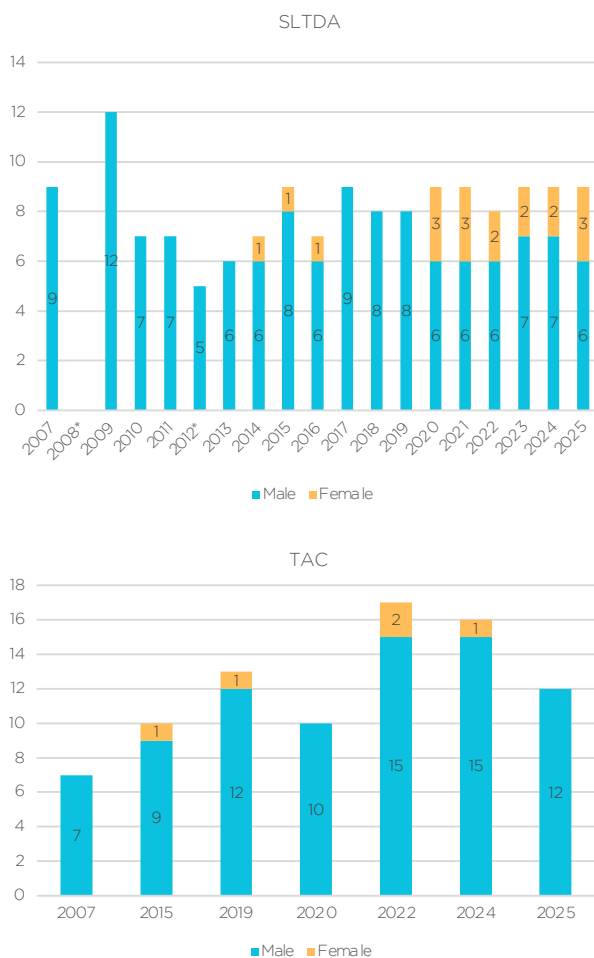
Source: Author's construction based on the dataset of historical appointments

² The study only analyses SLTDA and TAC appointments. There have been female industry association nominees to other bodies like SLTPB and SLITHM.

The TAC appointed in 2025 does not have any female member (see Figure 9). This lack of female representation in the latest TAC was highlighted in public dialogue as well. This is concerning especially given the recent focus in improving female participation in the tourism industry, and the NPP policy commitment to increase representation of women to 50 percent in all decision-making bodies.

So, it is vital that representation is reflected at the apex decision-making levels, to formulate inclusive tourism development policies and plans.

Figure 9: Gender representation by year



Source: Author's construction based on the dataset of historical appointments

4.4. Narrow representation of the tourism industry on TACs

A fourth key insight is that – despite Ministerial discretion over appointments – Tourism Advisory Committees have continued to represent only limited segments of the industry. As the TAC has a much higher allocation of Minister nominees than any other body, it provides the minister the opportunity to appoint entrepreneurs, experts and professionals from a wide range of fields relating to tourism development, allowing diverse considerations to inform Sri Lanka's tourism policy and plans.

This study conducted a preliminary exploration into what industry segments were represented by individual members. The basis for categorising the individual members is a value chain approach, adapting the value chains illustrated in PSD Facilitators, 2021 and Industrial Services Bureau, 2022.

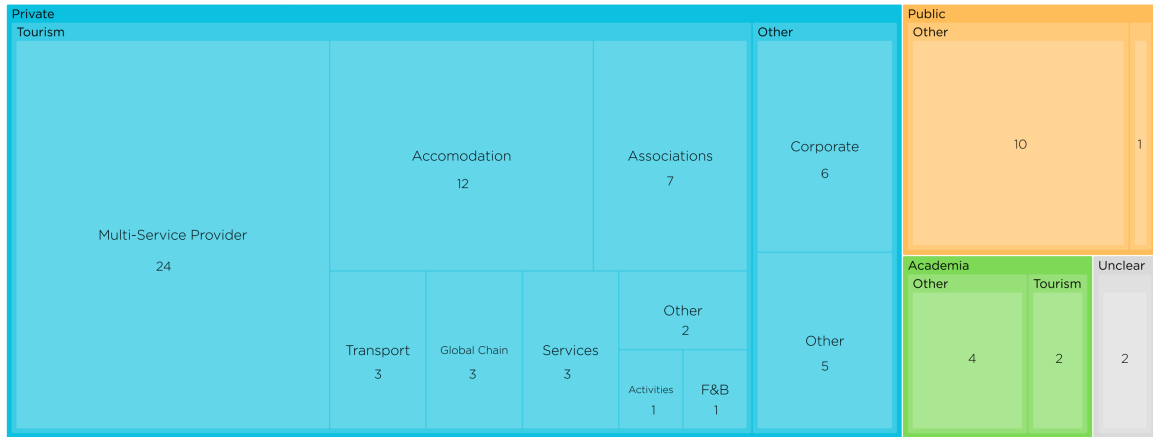
Given that TAC appointments are in an individual capacity, information on the rationale for their selection into the TAC, or what sector/perspective they are expected to represent, is not readily available. Annex 2 provides further details on the methodologies, definitions, and assumptions used to categorise the appointed members into different segments of representation.

Appointed members have consistently been predominantly from the same segments of the industry - companies providing tourism services, accommodation providers, individuals affiliated to tourism industry associations, as well as prominent corporate personalities (see Figure 10).

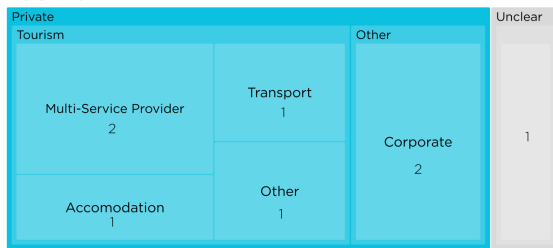
Representation has been concentrated on traditional and large-scale players in the tourism industry such as tourism conglomerates, hotels, travel companies, and global hotel chains.

Figure 10: Representation of appointed members in TAC

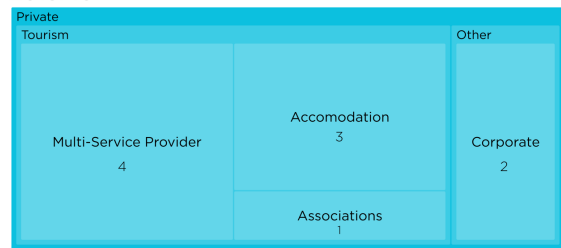
Overall non-exco appointments: 86



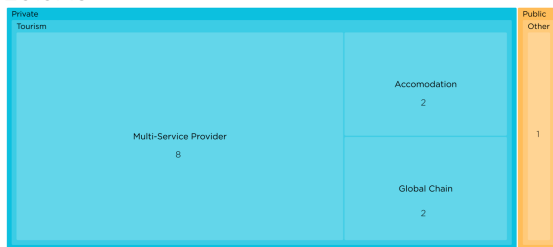
2007: 8



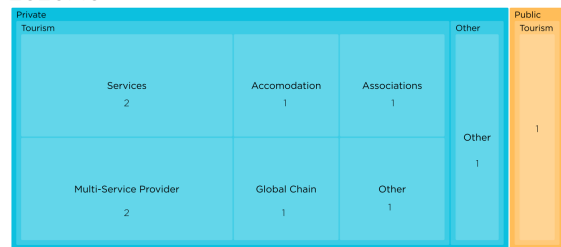
2015: 10



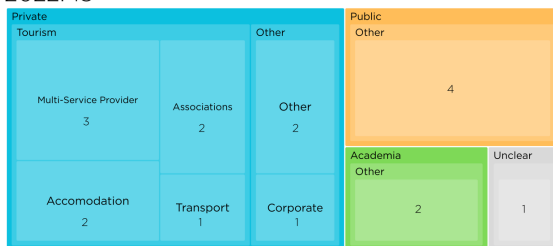
2019: 13



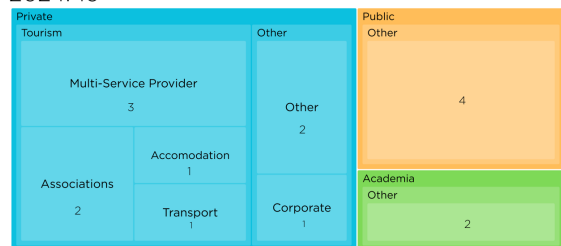
2020: 10



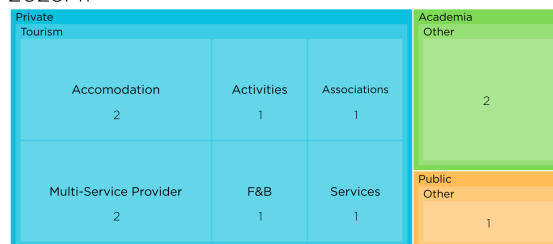
2022: 18



2024: 16



2025: 11



Source: Author's construction based on the dataset of historical appointments

Ministerial discretion over TAC appointments has not been fully leveraged to provide new perspectives from emerging segments (digital platforms, women and youth-led tourism businesses, restaurants and bars, and niches like nature and adventure tourism, etc.).

Moreover, since the TAC is neither managing nor benefiting from the Tourism Development Levy (TDL) unlike the other four bodies, there is a further case to be made for the Minister to more robustly include to the TAC those industry voices that are not typically captured through other channels.

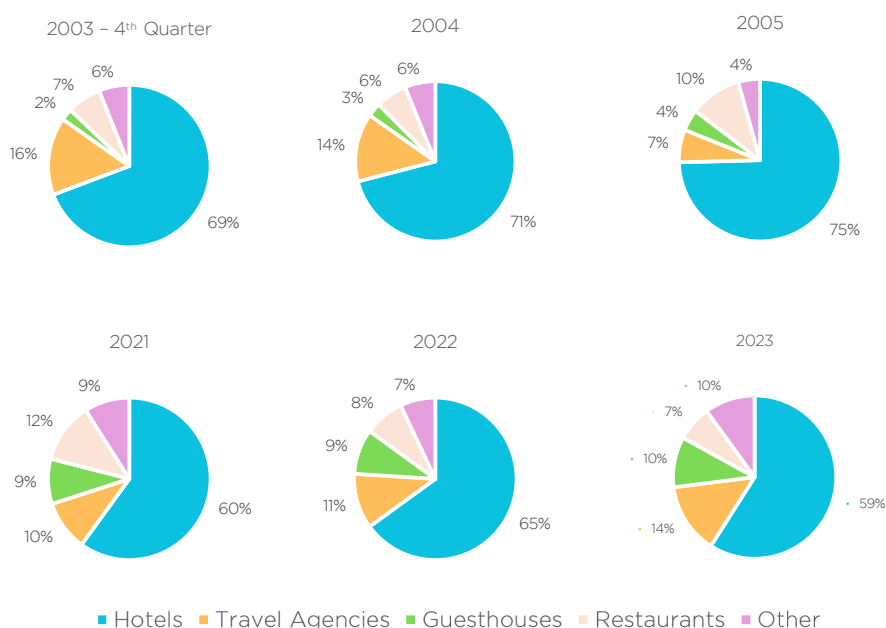
4.5. Tourism Development Levy and industry representation

A fifth and final insight is that while the contributions to the TDL have diversified over time, industry representation has not. The establishment and management of the Tourism Development Levy (TDL) and Fund was a key consideration to increase private sector participation in institutions governing tourism (2006 Review Committee).

The 2006 Review Committee highlighted that the relative contributions the TDL by different segments of the tourism industry is a basis to appoint members. They suggested the inclusion of a representative from the Association of Small and Medium Enterprises in Tourism Sri Lanka (ASMET) in the TAC and SLTA, due to increasing contributions from SME players to the TDL. Yet, such a change was never entertained. Not only do SMEs still not have an explicit representation, but also prominent industry members have actively lobbied against it when it was proposed in 2021 amendments.

This is relevant in the context of the TDL because the composition of the TDL is steadily changing, as the industry diversifies. The contribution to the TDL by tourist hotels (the segment typically well represented in SLTDA and TAC) fell from 69% to 59% over 20 years, while the contribution from guest houses and restaurants rose from 8% to 20% during the period (see Figure 11). . This further bolsters the case for more diverse industry representation in tourism bodies that better reflects the reality of industry revenues and sector structure today.

Figure 11: Contributions to the Tourism Development Levy



Source: Author's construction based on Sri Lanka Tourism Development Fund Annual Reports and 2006 Review Committee Report data
 Note: To match with 2003-2005 data, values for "Classified Hotels" and "Tourist Hotels" for the years 2021-2023 were aggregated into once combined category

5. CONCLUDING REFLECTIONS

The new government has a stated goal of reforming tourism institutions, which provides an opportunity to rethink private sector representation in tourism bodies. During the election campaign, the NPP's ['National Tourism Policy'](#) outlined their broad plans for a restructuring of government tourism institutions. According to it, it is proposed to re-combine SLTDA, SLTPB, and SLCB into one body named the 'Sri Lanka Tourism Authority'. In addition, it outlines an apex body for tourism named the National Tourism Commission (NTC) and a tourism think tank named Tourism Policy Formulation Council (TPFC). While the latter will include participation of the private sector, the policy is silent on the membership of the NTC.

Private sector representation – however narrow it may be – is still a positive feature of the current Tourism Act. Since its enactment, the Act has been debated by different stakeholders, and at different points in time. With reports of a new Act being formulated, it is opportune to revisit the logic of private sector representation that a tourism act provides for. Even though drafts of the proposed new bill are not publicly available, it is likely that a new institutional structure is envisaged reflecting ideas contained in the NPP's manifesto. It can be reasonably expected that even in the new law, the Minister's discretion over appointing members to tourism bodies will continue. Therefore, an analytical critique on the use of discretion is vital in ensuring that such appointments serve the public interest.

While our findings should not be considered as conclusive due to limitations in data availability, it must serve to inform and inspire further enquiry. Shaping more inclusive and meaningful private sector representation in the tourism industry's engagements with the government must receive greater attention.

6. THREE KEY CONSIDERATIONS FOR GOVERNMENT AND PRIVATE SECTOR

1. **Private-public collaboration platforms in tourism must include members who can provide a more holistic and contemporary perspective of the industry.** If the National Tourism Council is formed (as proposed in the latest draft), its composition should better reflect Sri Lanka's current and emerging tourism value chain and better inform future-oriented tourism policy and tourism development plans.
2. **The new Act must improve the relevance of, and representation in, tourism advisory committees.** The ongoing discussions on a new tourism bill should include a reconsideration of the continued existence of the TAC – whether it is fit for purpose today. Amendments must clarify the link between the TAC and the other statutory bodies like the SLTDA (or its successor), to avoid ambiguity and confusion over roles and mandates. The scope of the Minister's discretion should be better oriented to include greater diversity of tourism industry players, and greater gender diversity.
3. **Industry associations could review their internal approaches to private-public collaboration.** As appointees represent larger constituencies than their own business, a robust internal processes for how industry associations nominate their representatives onto the various platforms, and how the association's views are presented to government, may need strengthening. Revisiting processes by which members' concerns and views are systematically collated, organized, and channeled to platforms that they sit on, can boost credibility and inclusiveness of policy positions they take. It can boost confidence placed in them by the wider tourism ecosystem and strengthen the continued relevance of these industry associations.

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8. ANNEXURES

Annex 1: Methodology used to compile data on SLTDA and TACs.

This study was based entirely on information available online. For the compilation of SLTDA board member information, the primary sources used are the Annual Reports of the SLTDA, [Wayback Machine snapshots](#) of the SLTDA website page 'About Us', and press briefings appearing on newspaper websites.

There are pros and cons of using each source of information. The Annual Reports of the SLTDA are available from 2011. However, there are two issues in using Annual Reports to track SLTDA board appointments. Firstly, only some Annual Reports (e.g. [2013](#)) indicate the changes to the board that occurred within the year in question. Secondly, most Annual Reports from 2015 onwards list the SLTDA board at the time of publishing the report (often during the following calendar year) and not the calendar year that is the subject of the report. An extreme example is the [2017 Annual Report](#) which was published in 2019.

The issue with the Wayback Machine snapshots is that snapshots have been made during random times across the years. Therefore, to track changes in the SLTDA board across time, Wayback Machine snapshots across the years must be individually tracked. This is subject to the website accurately updating changes to the SLTDA board, which may not always be the case. Best efforts have been made to mark changes made across snapshots. Finally, press briefings and newspaper articles record the SLTDA board functioning at a point in time, which once again fails to capture variation within the year in question. Therefore, a combination of the above sources has been used in order to track the composition of the SLTDA board across the years.

For 2012 and 2016, partial information was available. Interpolations using the data from the immediate years before and after were made to fill some gaps. Figure 13 lists the SLTDA boards for each year and Figure 15 includes source used. Not all the above sources indicate the designation of board members. When not indicated, best efforts were made to ascertain the designation of members through available online sources such as news articles, LinkedIn profiles, and other documentation.

For TACs, no official sources were found indicating the composition of the committees across the years. The only source available were press releases made at the time of establishing TACs. Seven TACs were identified using press releases made available online.

Unlike the SLTDA, members of the TACs are appointed on an individual capacity. This makes the identification of the representation of appointment members difficult, especially since most people appointed to TACs hold several designations in different capacities. If the press releases mention the institutional designation of the members, such designations were used to ascertain which segments of the industry the members represent. For the TAC established in 2022, [a livestream of the launch event](#) was also available which was used to determine the designations. For the years with no mention of designations, best efforts were made to identify which institution would be the primary affiliation for each member. Figure 14 provides the full list of members and Figure 15 indicates sources used for each TAC that was assessed.

Annex 1 (continued): Methodology used to compile data on SLTDA and TACs

Figure 13: SLTDA boards per year

2007	2009	2010	2011	2012*	2013	2014	2015	2016
Abbas Esufally	Abbas Esufally	B. M. S. Batagoda	B. M. S. Batagoda	Bashwara Senaka Gunaratne	Bashwara Senaka Gunaratne	Bashwara Senaka Gunaratne	Chandra Wickramasinghe	H.T. Kamal Padmasiri
B. M. S. Batagoda	B. A. B. Goonetilleke	Bashwara Senaka Gunaratne	Bashwara Senaka Gunaratne	Chandra Wickramasinghe	Chandra Wickramasinghe	Chandra Wickramasinghe	H.T. Kamal Padmasiri	M.B. Kiriella
George Michael	B. M. S. Batagoda	Chandra Wickramasinghe	Chandra Wickramasinghe	Hiran Cooray	D. S. Jayaweera	D. S. Jayaweera	Lalin T. Samarawickrama	Nishantha Seneviratne
H.P.C. Herath	Buddhi Keerthisena	Hiran Cooray	Dr. Nalaka Godahewa	Nalaka Godahewa	E. M. S. B. Ekanayake	Hema Dharmawardena	M.B. Kiriella	P. Algama
Hiran Cooray	Chandima Rasaputhra	Nalaka Godahewa	Hiran Cooray	Vipula Wanigasekara	Hiran Cooray	Hiran Cooray	Nishantha Seneviratne	P. M. Withana
Nihal C. B. Perera	H.P.C. Herath	Nihal Jayathilake	Nihal Jayathilake		R. A. A. K. Ranawaka	R. A. A. K. Ranawaka	P. Algama	Ruwan Karunaratne
Renton de Alwis	Hiran Cooray	S. Kalaiselvam	Vipula Wanigasekara		R. Semasinghe	R. Semasinghe	P. M. Withana	Shirani Weerakoon
S. Kalaiselvam	M. U. D. Basnayake						Ruwan Karunaratne	
Siri de Silva	Nihal C. B. Perera						Shirani Weerakoon	
	S. Kalaiselvam							
	Siri de Silva							
	Sudarshan Seneviratne							
2017	2018	2019	2020	2021	2022	2023	2024	2025
Esala Weerakoon	Esala Weerakoon	Johanne Jayaratne	Anoma Nandani	Anoma Nandani	A.M. G. C. Adhikari	A.M. G. C. Adhikari	Anoma Nandani	A.M. G. C. Adhikari
H.T. Kamal Padmasiri	H.T. Kamal Padmasiri	Kishu Gomes	Chandani Werapitiya	Channe Wijemanne	Anoma Nandani	Anoma Nandani	B. H. R. Sarifto/Deen	Buddhika Hewawasam
Kavan Rathnayaka	Kavan Rathnayaka	M. Shanthikumar	Channe Wijemanne	Dhammika Wijayasinghe	M. Shanthikumar	E. S. G. Edirisinghe	E. S. G. Edirisinghe	Duminda Kuruwitaarachchi
M. Shanthikumar	M. Shanthikumar	P. Algama	Dhammika Wijayasinghe	Ishan Jayasekera	Maresh Lasantha Gammampila	M. Shanthikumar	M. Shanthikumar	M. Kodipiliarachchi
Nishantha Seneviratne	Nishantha Seneviratne	P. Aruna Felix Perera	Ishan Jayasekera	Kimarli Fernando	Nishad Wijetunga	Nalin Perera	Nishad Wijetunga	M. Shanthikumar
P. Algama	P. Algama	P.U. Rathnayaka	Kimarli Fernando	M. Shanthikumar	Nishantha Cooray	Nishad Wijetunga	Nishantha Cooray	Malakanthi Rajapaksha
P.U. Rathnayaka	P.U. Rathnayaka	R.M.W.S. Samaradiwakara	M. Shanthikumar	P S P Abeywardhana	Priantha Fernando	Nishantha Cooray	Priantha Fernando	Nihal Muhandiram
Ruwan Karunaratne	Ruwan Karunaratne	Thilak Weerasinghe	P S P Abeywardhana	Thilak Weerasinghe	Sabry Bahudeen	Priantha Fernando	Sabry Bahudeen	Nishad Wijetunga
Thilak Weerasinghe		Trevor Rajaratnam	R.M.W.S. Samaradiwakara	Wijayanath Tennakoon		Sabry Bahudeen	Uma Neranjan	S. L. Nazeer
			Thilak Weerasinghe					

Source: Author's construction

Figure 14: TACs assessed

2007	2015	2019	2020	2022	2024	2025
Ashley de Vos	Abbas Esufally	Chandra Wickramasinghe	Chandra Wickramasinghe	Chandra Wickramasinghe	Chandra Wickramasinghe	Chandra Wickramasinghe
Janak de Silva	Harry Jayawardena	Vipula Gunatilleka	Hiran Cooray	Buddhika Hewawasam	Buddhika Hewawasam	Buddhika Hewawasam
Ken Balendra	Merrill J. Fernando	Abbas Esufally	Vipula Gunatilleka	Richard Nuttall	Hiran Cooray	Richard Nuttall
Lalith de Mel	Sanjiv Gardiner	Harry Jayawardena	Nimesh Herath	Hiran Cooray	Aritha Wickramasinghe	Ajith Perera
Nilmin Nanayakkara	Shiromal Cooray	Merrill J. Fernando	Nisthar Cassim	Aritha Wickramasinghe	Chalaka Gajabahu	Dharshan Munidasa
Peter Hill	Ajit Gunewardene	Sanjiv Gardiner	Rajitha Dahanayake	Chalaka Gajabahu	Chandani Wilson	Dharshana M. Perera
Prema Cooray	Ajith Dias	Shiromal Cooray	Ranjit De Silva	Chandani Wilson	Kishu Gomes	Dheera Hettiarachchi
Rajan Brito	Amal Cabral	Ashok Pathirage	Savi Godakanda	Kishu Gomes	Nirmal De Silva	Dileep Mudadeniya
Renton de Alwis	Ashroff Omar	Dammika Perera	Timothy Wright	Nirmal De Silva	S.K.P. Tharanga	Donald Rajapaksha
Susantha Ratnayake	Rohantha Athukorala	Krishan Balendra	Trevine Gomez	S.K.P. Tharanga	Harsha Panduka Keerthinanda	Gerard George Ondaatje
Thilan Wijesinghe	Hari Selvanathan	Kuok Meng Xiong	Vickum Nawagamuwa	Harsha Panduka Keerthinanda	Maahen Kariyawasam	Lasantha de Fonseka
	Paddy Withana	N. Ranasinghe		Maahen Kariyawasam	Nirosh Gunawardena	Nihal Muhandiram
	Udaya Nanayakkara	Nalin Jayasundera		Nirosh Gunawardena	Priantha Fernando	D.A.C. Suranga Silva
		Raman (Ramanathan) Murthy		Priantha Fernando	Raj Somadeva	Sarath Munasinghe
				Raj Somadeva	Rohan Abeywickrama	
				Rohan	Shiranth Peiris	
				Abeywickrama	Suresh Rajendra	
				Shiranth Peiris	Upali Dias	
				Suresh Rajendra	Saminda Perera	
				Upali Dias	Darshana Tharanga	
				Angeline Ondaatje		
				Prasad Ranasinghe		
				Darshana Tharanga		

Source: Author's construction

Figure 15: Main sources used for data collection (hyperlinked)

SLTDA	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
	2017	2018	2019	2020	2021	2022	2023	2024	2025	
TAC	2007	2015	2019	2020	2022	2024	2025			

Source: Author's construction

Annex 2: Methodology used for the value-chain based categorization of TAC appointments

The value-chain based structure used to categorise representation of appointed members to the TACs was adapted from the value chains formulated by [PSD Facilitators, 2021](#) and [Industrial Services Bureau, 2022](#). Figure 16 illustrates the value-chain based structure used for this study.

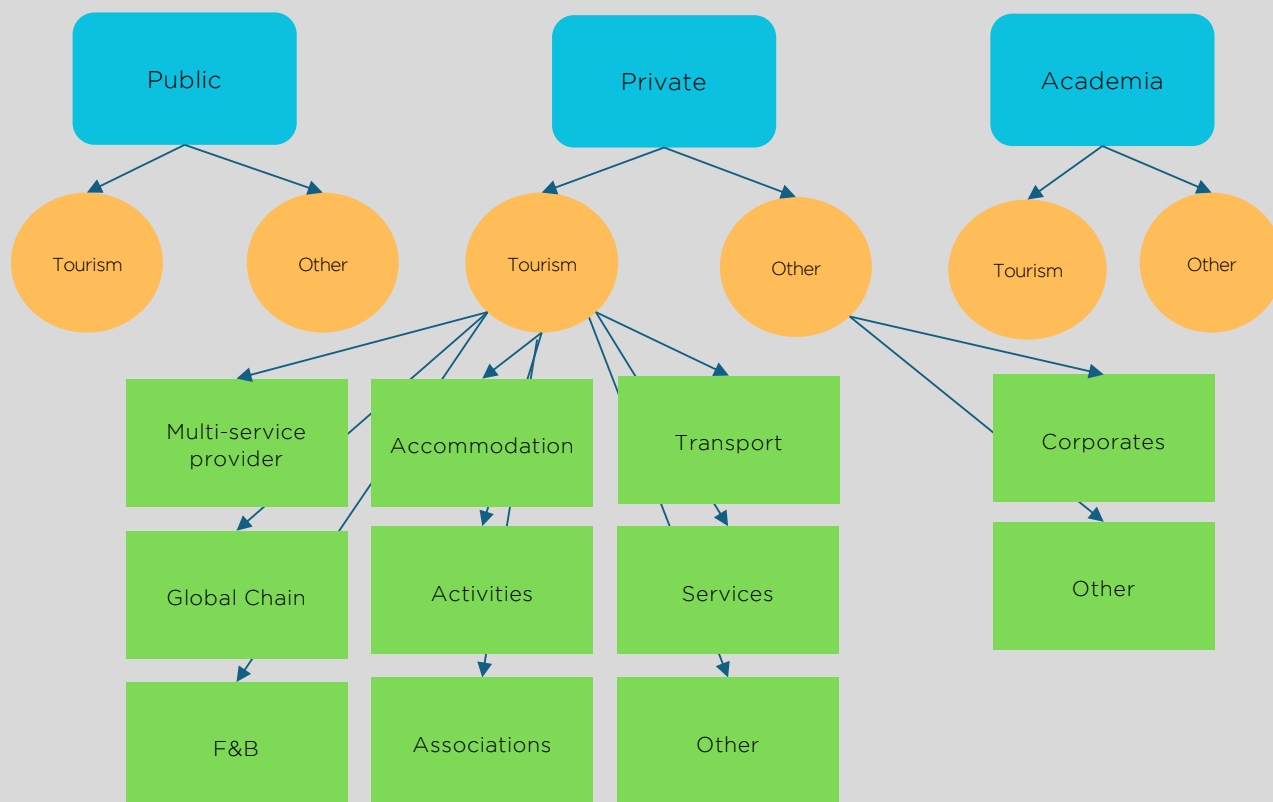
Multi-Service providers were added as a category under private-sector tourism industry actors to capture companies that provide more than one of the listed services in the tourism industry such as accommodation and transport. Global Chains include members who represent international hotel chains active in Sri Lanka.

Appointed members who have been cited as currently or formerly affiliated to Tourism Industry Associations when appointed to the TAC were categorised under Associations.

Appointed members whose main designation are affiliations to leading non-tourism corporate entities were classified into the Corporate category under other private-sector actors.

A key limitation in this exercise is that most appointed members held multiple positions across different organisations. In such cases, the author made a subjective assessment on the most suited category for each member during the year of appointment to the TAC.

Figure 16: Value-chain based structure used for the study



Source: Author's construction based on PSD Facilitators 2021 and Industrial Services Bureau 2022

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