

スリランカ国
高速道路運営管理プロジェクト
運営指導調査報告書

平成23年1月

独立行政法人国際協力機構
経済基盤開発部

基礎

JR

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序 文

スリランカ国（以下「ス」国）では、初の高速道路となる南部高速道路と外郭環状道路が建設中であり、同時に、開通後の高速道路を運営管理する組織として、高速道路庁が設立されることが決まっています。

この高速道路庁の設立に際し、「ス」国より高速道路の運営管理に対する支援及び対象組織の能力向上を目的として要請が出されました。

こうした中、JICAは2008年8月にプロジェクト形成調査を行い、高速道路庁設立準備機関の活動が確認されたため、2009年7月から2年2ヶ月の予定で本プロジェクトが開始されました。

本プロジェクトは2011年8月をもって終了する予定となっていたところ、「ス」国側より期間の延長要請がなされたことから、2010年12月に運営指導調査を実施し、本プロジェクトの活動実績や成果の進捗状況、今後の課題等を調査、分析、確認し、「ス」国側と協議、共有した上でミニッツに取りまとめました。本報告書は、今回の調査結果を取りまとめたものです。

終わりに、調査にご協力とご支援を頂いた関係各位に対し、心より感謝申し上げますとともに、併せて今後のご支援をお願いする次第です。

2011年1月

独立行政法人国際協力機構
経済基盤開発部長 小西 淳文

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略 語 表

ADB	Asian Development Bank	アジア開発銀行
C/P	Counterpart	カウンターパート
EA	Expressway Authority	高速道路庁
EMU	Expressway Management Unit	高速道路運営ユニット
ERD	External Resource Department	財務省、援助課
JICA	Japan International Cooperation Agency	独立行政法人国際協力機構
MOPH	Ministry of Ports and Highways	港湾・国道省
M/M	Minutes of the Meetings	協議議事録
PCC	Project Coordinate Committee	プロジェクト管理委員会
PD	Project Director	プロジェクトダイレクター
PDM	Project Design Matrix	プロジェクトデザインマトリクス
R/D	Record of Discussion	討議議事録
RDA	Road Development Authority	道路開発庁

第1章 運営指導調査の概要

1-1 本調査団派遣までの経緯と本調査団の目的

スリランカ国初の高速道路が開通を迎えるに当たり、高速道路の運営維持管理体制を整備すべく、高速道路庁の立ち上げに際し、必要な能力向上に資する協力要請がスリランカ国政府よりあった。この要請への対応として、事前策定調査団が派遣され（2009年2月）プロジェクト内容の策定がなされた。Expressway Authority (EA)の前身組織である Expressway Management Unit (EMU)が組織され活動が開始されることを本プロジェクト開始の前提条件としていたところ、それが確認されたことから、2009年6月にRD締結、翌月の7月には高速道路総合運営維持管理チーフアドバイザーとして長期専門家を派遣し、本プロジェクトは開始されたものである。

このEMUは当初5名から開始されたが、人材能力に関する問題点が専門家より提示され、初めて開通する高速道路の運営体制を段階的に拡充していく前提に立ち、EMUに対する人事の取組みが重要であることから、事業の改善を目的として2009年10月に運営指導調査を実施している。しかしながら、交通管理の長期専門家を派遣後にも、当初想定していた開通時期も建設工事の遅れにより延期されることになり、建設への意識が強いためか、EMUの組織に関する拡充はほとんど無いままに今日に至っている。

こうした中、2011年8月までをプロジェクト期間としていたが、スリランカ国政府から本プロジェクト期間の延長要請が提出され、プロジェクトの進捗状況を詳細に把握すると共に、プロジェクト期間の延長の必要性有無も含めた協議を行うことを目的として本調査団の派遣を行ったものである。

1-2 調査団の構成

氏名	担当	所属
川原 俊太郎	団長／総括	JICA 経済基盤開発部 参事役
森 俊之	計画・業務調整	JICA 経済基盤開発部 計画・調整課 (運輸交通・情報通信第3課)

1-3 協議・調査日程

日程		活動内容
2010年 12月	13 月	コロンボ到着 AM キックオフミーティング PM 南部高速道路 (STDP) 事業進捗会議 (PCC) 同席 修正 R/D 協議
	14 火	AM 修正 R/D 協議 PM EMU との協議
	15 水	AM ADB 面談 PM 修正 R/D 協議
	16 木	AM 財務省 (ERD) 協議 PM 協議議事録サイン 大使館報告、事務所報告 深夜 コロンボ発
	17 金	成田着

1-4 主要面談者

名前	職位
Ministry of Ports and Highways (MOPH)	
Cooray (Ms)	Secretary,
Gunathilake (Mr)	Additional Secretary
Road Development Authority (RDA)	
Pemasiri (Mr)	Director General
Bandara (Mr)	Director Planning
Meihandan (Mr)	Additional Director General
Chandrasiri (Mr)	Project Director of STDP
Namalie (Ms)	Deputy Director Planning
Fernand (Mr)	Head of EMU
External Resource Department (ERD)	
Premaratne (Mr)	Assistant Director
Asia Development Bank (ADB)	
Richard (Mr)	Country Director
Aruna (Mr)	Transport Specialist

(2) 日本側面談者

名前	職位
在スリランカ日本国大使館	
ミノヤ スグル	経済班長
JICA スリランカ事務所	
志村 哲	所長
大塚 卓哉	次長
樋口 辰徳	所員
個別専門家	
市岡 隆興	道路政策アドバイザー (MOPH)
プロジェクト専門家	
三倉 義教	総合高速道路運営維持管理
熊田 一彦	交通管理

第2章 協議・調査結果

2-1 本プロジェクトの進捗状況

(1) 日本側の投入実績

【長期専門家】

総合高速道路運営維持管理 (2009年7月～)

交通管理 (2010年2月～)

【短期専門家】

料金収受 (2010年3月、2週間)

【本邦研修】

2010年3月 1週間 5名

2010年7月 2週間 7名

【機器（在外事業強化費）】

プロジェクター、スクリーン、デジタルビデオカメラ、デジタルカメラ

(2) 成果の達成状況

本プロジェクトの成果は、①交通管理、点検・維持修繕、料金収受に係る組織体制の構築、②職員の交通管理、点検・維持修繕、料金収受に関する能力の定着、③高速道路供用後、交通管理、点検・維持修繕、料金収受が適切に実施される、である。

この成果を達成するための活動として、①設置されるEAの組織体制案の作成や各組織の業務内容の検討、必要な人員配置の検討、②交通管理、点検・維持修繕、料金収受に関する業務マニュアルの作成とそれらを使用した職員への訓練、③高速道路供用後のフォローアップと作成した各種マニュアルの改訂、を行うこととしている。

EMUの職員数が少ない状況ではあるが、①に関する成果・活動については検討され作成済みであり、②に関する各種マニュアルについても順調に作成作業が進んでいる。今後はEMUの人員拡張後に訓練を通して技術移転をしていく予定である。それらを通して高速道路供用後に③に関する活動が実施されることとなる。

2-2 建設中の高速道路の進捗状況

初日に、南部高速道路建設事業のProject Coordinate Committee (PCC: MOPH次官を議長とし、関係する職員、コンサルタント、コントラクターが一同に会し進捗報告がなされる月1回の委員会)に同席することができ、高速道路建設の進捗状況を確認することが出来た。package毎にコンサルタント及びコントラクターから現場の進捗状況報告・現場の是正指示等がなされ、工事完成までの予定も共有されていた。この委員会では、MOPH次官より2011年6月中旬に工事を終えるよう催促された場面もあった。

こうした中、本プロジェクトと密接に関係する、最初に開通する南部高速道路の建設区間については、遅くとも2011年7～8月頃には必要な土木工事が完成するものと推測された。

2-3 開通時期と開通方法について

事前に送付している質問状の回答に記載のあった開通予定時期は、2011年7月(tentative)及び2012年2月(permanent)であり、PCCでの報告から推測される土木工事終了時期からも大幅な誤差はないことが確認できた。全ての土木工事が終了するというのではなく、開通して車が走行できる最低限での土木工事終了を考えた場合(舗装や交通安全施設は完成させ、盛土の法面作業など車道以外での工事が残っている状態)には、物理的な開通はもう少し前倒しできることも考えられる。ここで、2011年7月のtentativeとは、料金徴収が現金によるものであり、2012年2月のpermanentとは、Touch&GoやETCの料金システムの導入としている。当初想定されていた2011年4月開通という目標は、すでに延期されているものと判断できる。

南部高速道路の最初に開通を想定している区間は3つのPackageで工事が進められており、進捗状況も異なっているが、開通方法は、この工事の進捗に応じて各Packageでの工事完了に伴い順次開通していくのではなく、全区間を一斉に開通するという方針を確認した。また、開通当初から有料道路として開通するという事も確認している。

開通区間の最北にあるKottawa-ICは南部高速道路と環状高速道路(OCH)とがつながるICであるが、工事はOCHの契約に含まれている。現在、このICの建設が遅れている影響もあり、開通区間が1区間短縮される可能性はあるものの、同時に全線を開通させるべくこのICで、仮設のランプが設置可能か検討中である。

2-4 プロジェクト延長の為の条件整理と延長期間

実施機関から回答のあった開通予定時期について、PCCへの同席により最初の2011年7月開通は物理的に可能であることが確認できたため、今後のプロジェクトの行程を考える上で、このポイントをマイルストーンとして調整・協議を行った。

本プロジェクトの延長可否判断にあたり、C/Pの人員不足やEA設立の遅れに伴うプロジェクトの一時中断という方法を選択せず、上記の通り物理的には開通ができることが見えてきたため、円借款で建設している高速道路が事業効果を上げるよう、プロジェクト期間の延長を可と判断するに至った。

(1) 延長の為の条件整理

本プロジェクトは2011年8月までであるが、プロジェクト期間を延長するにあたり必要な事務手続き等を考えると、2011年2月には修正R/Dの合意(サイン)が必要であるため、この2月までに実施機関がすべき期間延長のための、以下の必要条件を提示・協議し合意に至った。

- ①最低4人をEMUスタッフへ増員すること<合計10名>
- ②高速道路管理委員会の設置
- ③新しいProject Director PDの配置

①については、EMUのメンバーが高速道路の運営に必要なスタッフへ指導・訓練を行う必要があり、その指導・訓練を行うコアメンバーとして、専門家が技術移転を行う必要最低限の人数を配置するように求めたものである。

②については、本プロジェクトの活動だけではなく、開通までに必要な法案を含めた準備、関係部署との調整等について、それらの進捗を管理している部局が無かったためにPDを議長とする月1回の委員会を開催して、JICAやADBも同席した上で、関係課や関係機関が開通までに必要な準備に関する全体

の進捗と全体像の把握を求めたものである。

③については、PD を現在の MOPH 次官から RDA 長官へ移行することで、実質的な指導を行ってもらうことで、本プロジェクトの動きを軽くすることを要求したものである。この点については、協議中に合意に至り、確約できたものである。

(2) プロジェクトの延長期間

本プロジェクトの期間は最長 2012 年 8 月までとして協議し、合意に至った。これは、開通方法が 2 パターン検討されている中で、permanent での開通予定時期である 2012 年 2 月から 6 ヶ月のフォローアップの期間を見込んで設定したものである。なお、tentative での開通を含むこの 2 つの開通時期については、天災による工事進捗の遅れ、法案整備の遅れ、関係機関との調整による遅れ、料金システム設計に関する契約・納品の遅れ等、ソフト面も含めた行程遅延のリスクが考えられる。これらの行程に遅れが生じた場合においても、本プロジェクトとして成果を上げるに足る期間を検討し設定したものである。

なお、先方からは不可抗力事象が発生した際には再延長をして欲しい旨、強い要望があったものの本プロジェクトとして基本的に再延長は無いこと、プロジェクトの延長期間≠長期専門家の派遣期間であること、2 パターンの開通 3 ヶ月前には、その運営に必要なスタッフを配置すること、に合意している。

2-5 高速道路庁設立時期とプロジェクトの位置付け

本プロジェクトは設立される EA に対する技術移転を目標としていたが、関係する法律の制定・承認の遅れにより EA 設立も遅れており、現在は前身組織である EMU に対しての技術移転に留まっている。関係する法案が承認され、準備期間を経た後に EA が設立されるため、現時点でこの時期が明確ではない。そうした状況の中、本来であれば、EA が正式に設立されるまでプロジェクトの中断という判断も考えうるが、スリランカ国側では、開通までに必ずしも EA 設立を間に合わせるとするのではなく、開通の方が早い場合は RDA にて対応する準備も行っている。一方で、土木工事は着々と進んでおり物理的な開通が見えてきている状況において、本プロジェクトの目標としては、EA への技術移転を主とするのではなく、円借款により建設されている高速道路の効率的な効果発現への支援として、第一に高速道路開通時の安全な交通の確保、事故等緊急事態対応、現金による料金徴収の実施がなされることへの支援として活動することが妥当である。このため、タイトなスケジュールの中で、EA の設置を待たず、EMU の人員を強化し、その人員に技術移転、トレーニングをして行くこととした。

スリランカ国で検討中の Touch&Go や ETC といった料金システムについては、実施機関での検討の進捗に応じて可能な範囲で本プロジェクトからは協力することとし、実施機関からはそれらの支援についても強い要請があったものの、本プロジェクト開始時に想定していた現金での料金収受までが円滑にされることを第一の目的とすることに合意している。

2-6 その他

・EA 設立に関する法律以外に、高速道路開通に必要な関係法（道路交通法や運送法）の制定も遅れていることが確認でき、これらの制定の遅れが高速道路開通を遅らせてしまう可能性もある。これについては、設置を要求した高速道路管理委員会でも調整されることを予定している。

・実施機関からは、今回の協議で合意した工程について、既にその工程が遅れた場合の対応（再延長）について強い要請があったが、真に必要だと判断された時に、改めて日本からの協力が必要な内容を検討のうえ、新たなプロジェクトや専門家派遣などを要請して頂くこととして合意している。現時点で考えられる協力としては、Touch&Go や ETC などの料金システムに関し、遅れているシステム導入自体への支援や日本での経験があるシステムの利用率向上に関する支援が考えられるところである。しかしながら、システム導入自体への支援については、現在入札準備中であるシステム導入契約において、契約者が日本の企業若しくは日本での ETC 方式に近い形であれば対応が可能であるものの、諸外国で導入されている ETC 方式であれば、その協力範囲は限られることになる。

・建設がピークである高速道路であるが、各専門家からは、開通後の土木構造物や高速道路としての技術的問題点が建設時点から存在していることが指摘されている。例えば、切土勾配に関して、各 package で設計方針が違うなど、高速道路を運営するに際し、通行車両への安全性に対する問題が顕在化した場合、これらの対応に関するプロジェクトも想定される。このプロジェクトが必要となった場合、RDA や設立後の EA が技術的知見からの意見を受け入れて、適切に対応することに合意しておく必要がある。

・維持管理で検討されている性能規定型維持管理について ADB との意見交換を行ったところ、ADB としては最初の数年で、複数の契約方式を使って維持管理状況を比較・モニタリングすることで、最も良い維持管理方法を実施した契約者とその後の複数年契約をする、など検討しているとのことであった。本プロジェクトで作成している点検・維持修繕に関するマニュアルは性能規定型維持管理の発注の内容が詳細に詰まっていない部分もあるため、直営管理、数量清算契約、性能規定型契約のいずれにも対応できるマニュアルとすることとした。

第3章 今後のプロジェクト実施上の課題と留意点

本調査団が現地で協議を行うまでは、実施機関側は高速道路の建設が遅れているために、管理運営組織である EMU の人員拡充や EA の立ち上げに対する対応が弱かったことが認められた。協議を終えて、1 回目の開通が 2011 年 7 月と確認されたところ、これまでより進捗は加速するものと思われるものの、予定通り拡充されるか、高速道路管理委員会での進捗状況管理が必要である。

EMU の所掌を超えるような組織的な業務分担の割振り（通行料金制度の制定、法令整備、必要な人員配置など）や進捗管理が行えていなかったが、RDA 長官とも認識を共有でき、人員に関する拡充計画も合意できていることから、7 月開通を見据えたときには非常にタイトな工程となるが、高速道路管理委員会での進捗状況管理と必要に応じて JICA からの働きかけも必要である。

派遣している専門家は、プロジェクトの外部条件とされている部分（料金制度、人員拡張案等）についても実質的に支援を行ってきており、ADB も実施機関に対して法律改正の助言も行っているが、必要に応じて高速道路管理委員会で JICA からのインプットも必要になると思慮される。

RDA の維持管理業務の外注化は限定的な範囲のみで想定されている模様であり、直営作業や別契約が必要な状況になった場合、人員の拡充が計画どおりに進まないと言影響があると危惧されるところ、柔軟なアウトソーシングが検討される必要がある。

付 属 資 料

1. 協議議事録 (M/M)
2. 質問状レター、質問状回答

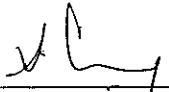
MINUTES OF MEETING BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA
ON
EXPRESSWAY ADMINISTRATION PROJECT

In response to the request on extending project duration of "Expressway Administration Project" (hereinafter referred to as the "Project") from the Government of the Democratic Socialist Republic of Sri Lanka (hereinafter referred to as "GOSL"), the Japan International Cooperation Agency (herein after referred to as "JICA") dispatched the Review Team (hereinafter referred to as "the Team") headed by Mr. Shuntaro KAWAHARA, from 13 December 2010 to 16 December 2010, for the purpose of reviewing necessity for extension of project duration and confirming the revised implementation schedule and activities with respect to the Project.


During its stay in the Democratic Socialist Republic of Sri Lanka, the Team exchanged views and opinions with the authorities concerned of GOSL.

As a result of the discussions, the Team and the Ministry of Ports and Highways (hereinafter referred to as "MOPH") and Road Development Authority (hereinafter referred to as "RDA") agreed to summarize the matters referred to in the document attached hereto.

Colombo, 16 December 2010

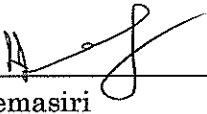


Sujatha Cooray
Secretary
Ministry of Ports and Highways

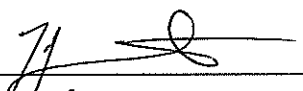


Shuntaro KAWAHARA
Senior Adviser to the Director General,
Economic Infrastructure Department, JICA

(Witnessed by)



R.W.R Pemasiri
Director General
Road Development Authority



for D.C.W. Harugoda
Director, Japan Division, Department of
External Resources, Ministry of Finance
and Planning

THE ATTACHED DOCUMENT

The discussions held from 13 to 16 December 2010 with concerned officials listed below:

Ministry of Ports and Highways (MOPH)

Suiatha Cooray	Secretary
G.J.C Gunatilleke	Additional Secretary

Ministry of Finance and Planning (MOFP)

Indika Premaratne	Assistant Director, Japan Division, Department of External Resources (ERD)
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Road Development Authority (RDA)

R.W.R. Pemasiri	Director General
S. Meihandan	Additional Director General (Project)
H.M.K.G.G. Bandara	Director Planning
B.V.D.N. Chandrasiri	Project Director of STDP
I.H.R. Fernando	Head, EMU

JICA

Shuntaro KAWAHARA	Senior Adviser to the Director General, Economic Infrastructure Department, JICA head office
Toshiyuki MORI	Assistant Director and the project in charge, Economic Infrastructure Department, JICA head office
Tatsunori HIGUCHI	Resident Representative, JICA Sri Lanka office
Yoshinori MIKURA	JICA Expert (Chief Advisor), EMU
Kazuhiko KUMADA	JICA Expert, EMU
Takaoki ICHIOKA	JICA Expert, Planning Division, RDA

I . PROGRESS OF THE PROJECT

1. DISPATCH OF JAPANESE EXPERTS

(1) Long-Term Expert

- 1) The whole field of expressway operation and maintenance···(From July 2009)
- 2) Traffic management···(From February 2010)

(2) Short-Term Expert

- 1) Traffic control*
- 2) Inspection*
- 3) Maintenance*
- 4) Toll collection···(Dispatched in March 2010)
- 5) Equipment management*
- 6) Other expert(s) in the specific field if necessary

*The activities have been covered by Long term Experts

Some Short-Term Experts will be dispatched if necessity arises.

2. PROVISION OF MACHINERY AND EQUIPMENT

No.	Item	Quantity	Already purchased
1	Projector & Screen	3	1
2	Laptop	3	0
3	Digital Video Camera	2	2
4	Digital Still Camera	3	3

*As of Nov. 2010, **Under JICA management

3. TRAINING OF SRI LANKAN PERSONNEL IN JAPAN

- 1) Study tour in Japan···(One week in March 2010)
- 2) Training in Japan on i) traffic management, ii) inspection & maintenance and iii) toll collection···(Two weeks in July 2010)

4. Activities

- (1)-1 Prepare detail programs on the project···(Done)
- (1)-2 Review draft division/section of EA and functions/works of each division/section proposed organization structure by RDA···(Done)
- (1)-3 Develop division/section of EA···(Drafted)
- (1)-4 Develop functions/works of each division/section of EA···(Drafted)
- (1)-5 Develop arrangement of personnel of EA···(Drafted)

- (2)-1 Provide training to EMU on the overall operation and maintenance···(Done)
- (2)-2 Develop Traffic Management Manual···(On going)
 - Handling of incidents disturbing traffic flow

- Information collection, processing, service etc.
- (2)-3 Review Specifications/ Standards/ Manuals for inspection and maintenance (on PBRC). . . . (Proceeding by STDP)
- (2)-4 Develop Toll Collection Manual for manual cash collection. . . . (On going)
 - Toll collecting, accounting, safekeeping and remittance etc.
- (2)-* Develop inspection and maintenance Manual. . . . (On going. This activity replaces (2)-3)

Activities below to be done after increasing EMU/EA staff:

- (2)-5 Provide trainings to EMU/EA on traffic management
 - Handling of incidents disturbing traffic flow
 - Information collection, processing, service etc
- (2)-6 Provide trainings to EMU/EA on inspection and maintenance
 - Inspection
 - Maintenance
- (2)-7 Provide trainings to EA/EMU on manual (cash) toll collection
 - Toll collecting, accounting, safekeeping and remittance etc

Activities below to be done after commencement of operation:

- (3)-1 Provide on-site simulation trainings before opening and follow-up trainings after opening for traffic management to EMU/EA
- (3)-2 Provide on-site simulation trainings before opening and follow-up trainings after opening for inspection and maintenance to EMU/EA
- (3)-3 Provide on-site simulation training before opening and follow-up training after opening for toll collection to EMU/EA
- (3)-4 Review of division/section of EA/EMU and Specifications/Standards/Manuals for traffic management, inspection and maintenance, and toll collection

II. REVISED DURATION OF THE PROJECT

Both sides agreed that the Project would be extended up to August 2012 after signing the revised R/D.

III. REVISED PROJECT DESIGN MATRIX

Both sides discussed and drafted the revised Project Design Matrix (here in after referred to "PDM2"), which is shown in ANNEX I . PDM2 will be formally finalized by signing the revised Record of Discussions, whose draft is shown in Annex V. When the PDM2 should be really revised again after signed revised R/D, both sides shall jointly discuss and agree.

IV. REVISED SCHEDULE OF IMPLEMENTATION

Both sides discussed and revised the latest implementation schedule, which is shown in ANNEX II . Both sides agreed as follows:

- The target day of Southern Expressway(SE) opening to public with temporary toll system is 15 July 2011 and with permanent toll system is 2 February 2012,
- Southern Expressway will be opened as toll collection road from the ADB assisted section to the JICA assisted sections at same time,
- Necessary arrangement for recruiting staff of the EMU/EA will be done well ahead of the openings of SE and appointment shall be done 3 months prior to the openings, and
- Period of the project is extended up to the end of August 2012.

V. REVISED INPUT BY THE JAPANESE SIDE

1. Dispatch of JICA expert

The Japanese side would dispatch the following experts, according to the progress of the Project.

- (1) The whole field of expressway operation and maintenance
- (2) Traffic management
- (3) Toll collection
- (4) Other expert(s) of other fields according to the necessity

The Experts for (1) and (2) have been dispatched and will be extended its period. The Expert for (3) has been dispatched.

The duration/period of each Expert is subject to change according to the Japanese side decision depending on the progress of the Project.

2. Training of Sri Lankan personnel in Japan

The training in Japan would be accepted in case of necessity.

VI. Administration Structure of the Project

1. Responsible Organization

The implementing agency of the Project is RDA until EA is fully operational. Afterward the implementing agency will be EA.

MOPH and RDA will expand EMU and function as a Project Management Unit before establishment of EA, whose planed organizational structure is shown in Annex IV. EMU trained staff will be absorbed by EA when it is established.

2. Project Director and Manager

The Director General of RDA is to be the Project Director, who will bear the overall responsibility for the administration and implementation of the Project, as well as coordinate EMU, concerned divisions of RDA and related Authorities such as Police Department.

The Head of the EMU is to be the Project Manager, who will be responsible for the managerial and technical matters of the Project.

After establishment of EA, the Project Director and the Project Manager will be replaced by the respective officials.

3. Expressway Administration Committee

The Expressways Administration Committee (hereinafter referred to as "EAC") will be established to coordinate policies and monitor their progress with respect to enacting expressway administration. The EAC, chaired by the Project Director and held monthly, consists of concerned divisions and units of MOPH and RDA responsible for the following:

- Preparing laws and regulations of EA establishment,
- Determining toll rate,
- Monitoring installation of equipment and facilities with respect to Operation and Maintenance (O&M),
- Determining organizational structure of concerned authorities,
- Recruiting personnel necessary for O&M including Fire Department personnel and Paramedic personnel,
- Determining traffic enforcement and allocation of responsibilities among concerned agencies, and
- Determining scheme and scope of out-sourcing maintenance work.

It is agreed that the Project Director would inform JICA Sri Lanka Office of EAC members and their responsibility.

VII. Undertakings of RDA (prerequisite)

Prior to signing of revised R/D, RDA shall complete following prerequisite actions for extension of the Project:

- 1.) To recruit new EMU staff at least four persons by February 2011.
- 2.) To establish EAC, and
- 3.) To replace and/or reappoint the Project Director and the Project Manager.

VII. Other relevant issues

Both sides agreed as follows:

- Office space with necessary facilities (A/C, facilities, office furniture, direct telephone line, and any other facility as required for the smooth functioning) for Japanese experts and Sri Lanka counterpart as well will be provided.
- The final evaluation of the Project will be conducted by JICA and the Sri Lankan authorities concerned jointly in order to examine the achievement,
- Since further extension of the Project can not be accommodated in principal, both sides shall exert their best effort to adhere to the revised schedule,
- All EMU core members must be given responsible designation and remaining until the end of the Project. MOPH will appoint EMU core members to proper

position of EA,

- MOPH will recruit necessary personnel for O&M according to the schedule of implementation in Annex II. Also, required number of personnel will be also determined taking into consideration duty roster of O&M staff,
- MOPH will allocate specific tasks to the responsible officials as mentioned in Article VI.2,
- MOPH will secure enough period of on site training for O&M prior to the opening, and
- MOPH has a plan to introduce “Performance Based Contract (PBC)” for expressway maintenance. However the Inspection and Maintenance Manual, which is prepared by the Project, is to be applicable to any kind of procurement for maintenance work such as “Measure and Pay”, “Force Account” and “PBC”.

All above mentioned matters are effective after the approval of JICA board and subject to the approval of higher authorities of GOSL, and be informed accordingly.

Attached Documents:

Annex I	Revised Project Design Matrix draft (PDM2)
Annex II	Schedule of Implementation
Annex III	Plan of Operation
Annex IV	Planned organizational structure of EA
Annex V	Draft Revised Record of Discussion
Annex VI	Record of Discussion (Original)
Annex VII	Request document for extension of the Project

Draft Revised Project Design Matrix (PDM2)

Project Name : Expressway Administration Project
 Project Period : 38 months (July 2009 – August 2012)
 Target Area : Southern Expressway
 Target Group : Expressway Authority (Expressway Management Unit until EA is officially launched)

Narrative Summary	Objectively Verifiable Indicator	Means of Verifications	Important Assumption
<p>Overall Goal</p> <p>Road transport is strengthened in Sri Lanka.</p>	<p>1. Travel time among major cities is shortened.</p>	<p>1. Travel time survey among major cities.</p>	<p>a. Projects of expressway construction in Sri Lanka will not be stopped. b. EMU/EA and the related authorities will do operation and maintenance of expressways properly.</p>
<p>Project Purpose</p> <p>Capacity of EMU/EA for operation and maintenance of expressways are developed.</p>	<p>1. EMU/EA can rush to the site and handle the accidents or remove the fallen objects within the specified time. 2. EMU/EA can do inspection and maintenance works properly. 3. EMU/EA can collect, account, safe keep, and remit tolls.</p>	<p>1. Records of traffic control 2. Records of inspection and maintenance 3. Records of toll collection</p>	<p>a. The appropriate budget is allocated to EMU/EA and the related authorities by the government of Sri Lanka.</p>
<p>Output</p> <p>1. Organizations of EMU/EA for traffic management, inspection and maintenance, and toll collection are established.</p> <p>2. Skill and capacity of EMU/EA members for traffic management, inspection and maintenance, and toll collection are improved.</p> <p>3. Traffic management, inspection and maintenance, and toll collection are executed by EMU/EA after the opening for service.</p>	<p>1.1 Organizations for traffic management, inspection and maintenance, and toll collection in EMU/EA are created. 1.2 Works of each organization for traffic management, inspection and maintenance, and toll collection are assigned properly. 1.3 Personnel in each organization are assigned properly. 2.1 Training for the overall operation and maintenance is provided. 2.2 Traffic management manual, Specifications/Standards/Manuals for inspection and maintenance, and toll collection manual are prepared. 2.3 Training for traffic management, inspection and maintenance, and toll collection with manuals are provided. 3.1 On-the-job training for traffic management, inspection and maintenance, and toll collection with manuals are provided after the opening for service. 3.2 Organizations of EMU/EA and Specifications/Standards/Manuals for traffic management, inspection and maintenance, and toll collection are reviewed.</p>	<p>1.1 Creation of EA systems 1.2 Creation of EA systems 1.3 Creation of EA systems 2.1 Records of training program 2.2 Specifications/Standards/Manuals 2.3 Records of training program 3.1 Records of on-the-job training program 3.2 Records of Revision</p>	<p>a. Facilities, equipments, machinery and tools for traffic management, inspection and maintenance, and toll collection are prepared. b. Capacity developments of the related authorities (e.g. Police, AFR, etc.) are carried out. c. Training and instructions to contractors for inspection and maintenance are properly provided. d. Public awareness campaigns of expressways are carried out by the opening for service with toll. e. System of operation and maintenance for rest areas is prepared. f. System of operation and maintenance for bus terminals is prepared.</p>

Activities	Inputs	Sri Lanka side	The Government of Sri Lanka takes all necessary actions for establishment of EA.
<p>1.1 Prepare detail programs on the project</p> <p>1.2 Review draft organizations of EA and works of each organization prepared by RDA</p> <p>1.3 Develop organizations of EA</p> <p>1.4 Develop works of each organizations of EA</p> <p>1.5 Develop arrangement of personnel of EA</p> <p>2.1 Provide training for the overall operation and maintenance to EMU/EA.</p> <p>2.2 Develop traffic management manual</p> <ul style="list-style-type: none"> - Handling of incidents disturbing traffic flow - Information collection, processing, service etc. <p>2.3 Develop inspection and maintenance Manual</p> <p>2.4 Develop manual (cash) toll collection manual</p> <ul style="list-style-type: none"> - Toll collecting, accounting, safekeeping and remittance etc. <p>2.5 Provide training for traffic management to EMU/EA</p> <ul style="list-style-type: none"> - Handling of incidents disturbing traffic flow - Information collection, processing, service etc. <p>2.6 Provide training for inspection and maintenance to EMU/EA</p> <ul style="list-style-type: none"> - Inspection - Maintenance <p>2.7 Provide training for manual (cash) toll collection to EMU/EA</p> <ul style="list-style-type: none"> - Toll collecting, accounting, safekeeping and remittance etc. <p>3.1 Provide on-site simulation training before opening and follow-up training after opening for traffic management to EMU/EA.</p> <p>3.2 Provide on-site simulation training before opening and follow-up training after opening for inspection and maintenance to EMU/EA.</p> <p>3.3 Provide on-site simulation training before opening and follow-up training after opening for toll collection to EMU/EA.</p> <p>3.4 Review organization of EMU/EA and Specifications/ Standards/ Manuals for traffic management, inspection and maintenance, and toll collection</p>	<p>Japanese side</p> <p>1. Expert</p> <ul style="list-style-type: none"> - Overall Expressway (The whole field of expressway operation and maintenance) - Traffic management - Toll Collection - Other expert(s) of other fields according to the necessity <p>2. Training in Japan</p> <ul style="list-style-type: none"> - Overall system of O&M - Traffic management - Inspection and maintenance - Toll collection <p>3. Equipment</p> <ul style="list-style-type: none"> - Equipments which will be necessary for training of counterpart 	<p>Sri Lanka side</p> <p>1. Counterpart personnel of EMU/EA</p> <p>2. Office Space with necessary equipment</p> <p>3. Necessary equipment, materials, and tools for traffic management, inspection and maintenance, and toll collection</p> <p>4. Assistant staff</p>	<p>a. The Government of Sri Lanka takes all necessary actions for establishment of EA.</p> <p>b. Framework of EA and the related authorities (Police, AFR, etc.) for traffic management, inspection and maintenance, and toll collection are set up.</p> <p>c. Police and AFR send full time staff to Emergency Alarm Center and Permanent Posts.</p> <p>d. The methods of information service such as local radio, internet, etc. are developed.</p> <p>e. Develop Specifications/ Standards for traffic management except temporality traffic management manual.</p> <p>f. Survey of available contractors for inspection and maintenance are carried out.</p> <p>g. Contracts for inspection and maintenance are selected.</p> <p>h. Toll collection system and level, and Specifications/ Standards/ Manuals for them are developed.</p> <p>i. Toll level is decided.</p> <p>j. SE is opened for service in July 2011.</p>
			<p>Pre-Conditions</p>
			<p>additional conditions</p> <p>Opening of Southern Expressway and expansion of EMU will be carried out according to the schedule shown in Annex I -(1)</p>

Schedule of Implementation

Year	2011												2012											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Original planned opening day			Mar																					
Proposed opening day							15.Jul																	
Temporary Toll System																								
Permanent Toll System																								
Project Period																								
Current Period							31.Aug																	
Revised Extension Period							31.Aug																	
Dead line to decide period							3 months																	
EA/EMU Organization																								
Phase-1 Preparation of Training	1.Feb					15.Apr																		
Phase-2 Temporary Operation (before 3 months of opening)																								
Phase-3 Full Operation (before 3 months of opening)																								
Phase-a General affairs/ Accounts (before 6 months of opening)																								
Others (Proposed Preconditions)																								
Construction works (ADB Section)																								
Construction works (JICA Section)																								
EA Act																								
Traffic Act																								
Primary Construction																								
Finishing Items																								
Toll System (Temporary)																								
Toll System (Permanent)																								
Decision of Toll Fee																								
Public Awareness																								

*Toll System (Temporary) ... Manual (Cash) tolling system
 *Toll System (Permanent) ... Touch & Go, ETC and Manual (Cash) tolling system

Schedule of Implementation

Year	2011												2012											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Original planned opening day																								
Proposed opening day			Mar																					
Temporary Toll System							15 Jul																	
Permanent Toll System															2 Feb									
Project Period																								
Current Period							31 Aug																	
Revised Extension Period							31 Aug																	
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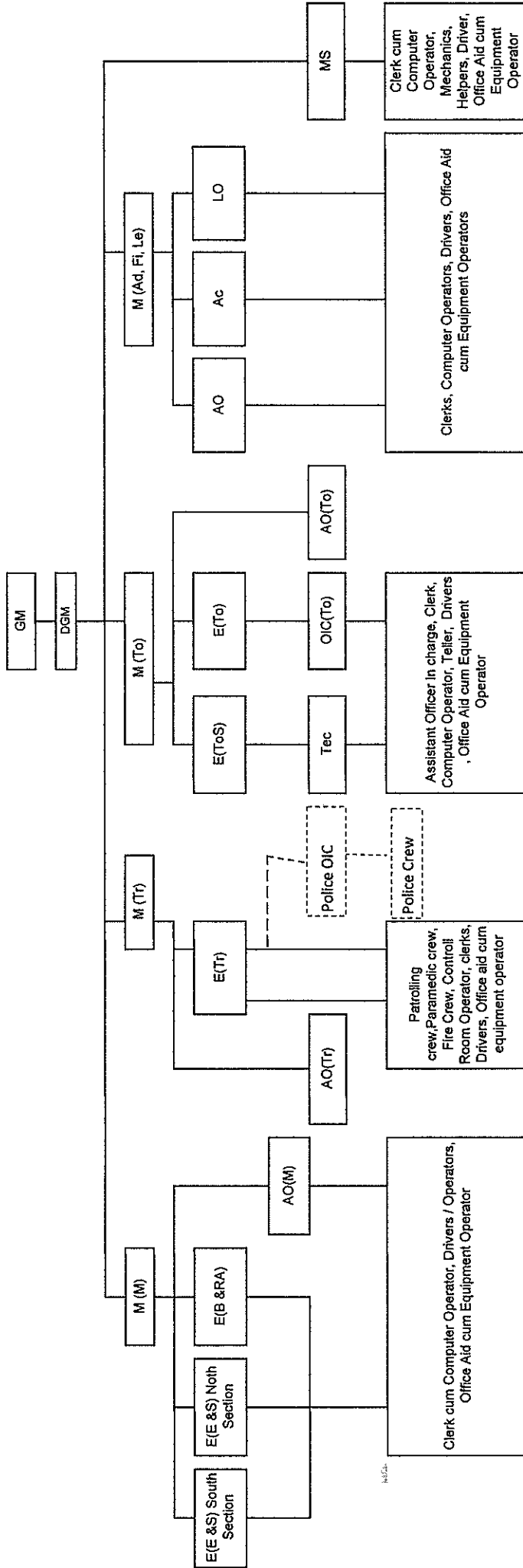
Plan of Operation (PO)

Plan of Operation (PO) for the whole project period
 Project Name : Expressway Administration Project
 Project Period : 36 months (July 2009 - August 2012)
 Target Area : Southern Expressway
 Target Group : Expressway Authority, (Expressway Management Unit until EA is officially launched)

★ Original ☆ Revised

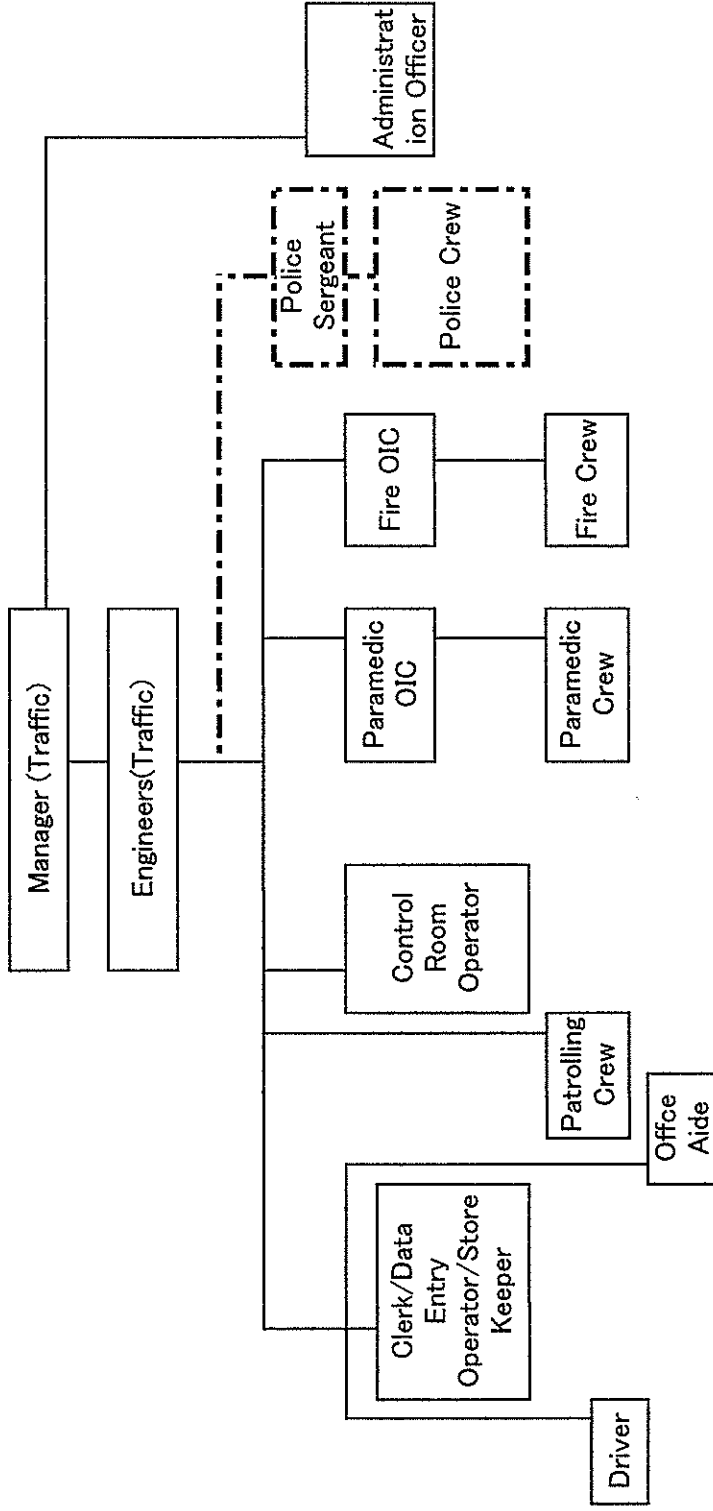
	2009												2010												2011												2012											
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SE Opening to public																																																
Members of EMO																																																
Assignment of EMO/EA staff																																																

Proposed Organization Chart for the Expressway Authority



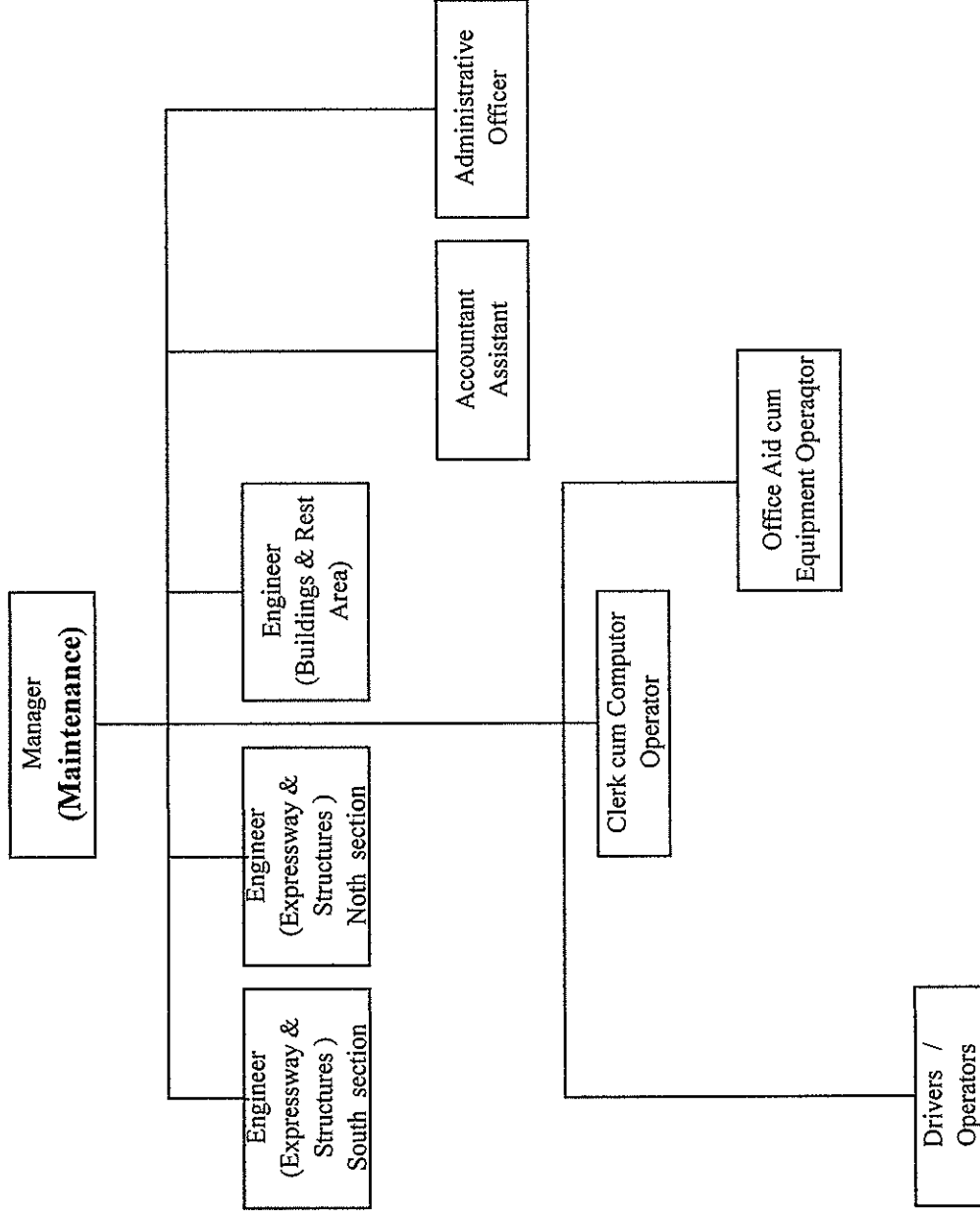
GM	General Manager	E (To)	Engineer (Tolling)
DGM	Deputy General Manager	AO	Administrative Officer
M(M)	Manager (Maintenance)	AO(M)	Administrative Officer (Maintenance)
M(Tr)	Manager (Traffic)	AO(Tr)	Administrative Officer (Traffic)
M(To)	Manager (Tolling)	AO(To)	Administrative Officer (Tolling)
M(Ad,Fi,Au,Le)	Manager (Administration, Finance, Auditing, Legal)	Ac	Accountant
E(E & S)	Engineer (Expressway & Structures)	LO	Legal Officer
E(B&RA)	Engineer (Buildings & Rest area)	OIC(To)	Officer in Charge (Tolling)
E(Tr)	Engineer (Traffic)	MS	Mechanical Superintendent
E(ToS)	Engineer (Tolling System)		

Proposed Organization Chart for Traffic Management, Planning & Procurement

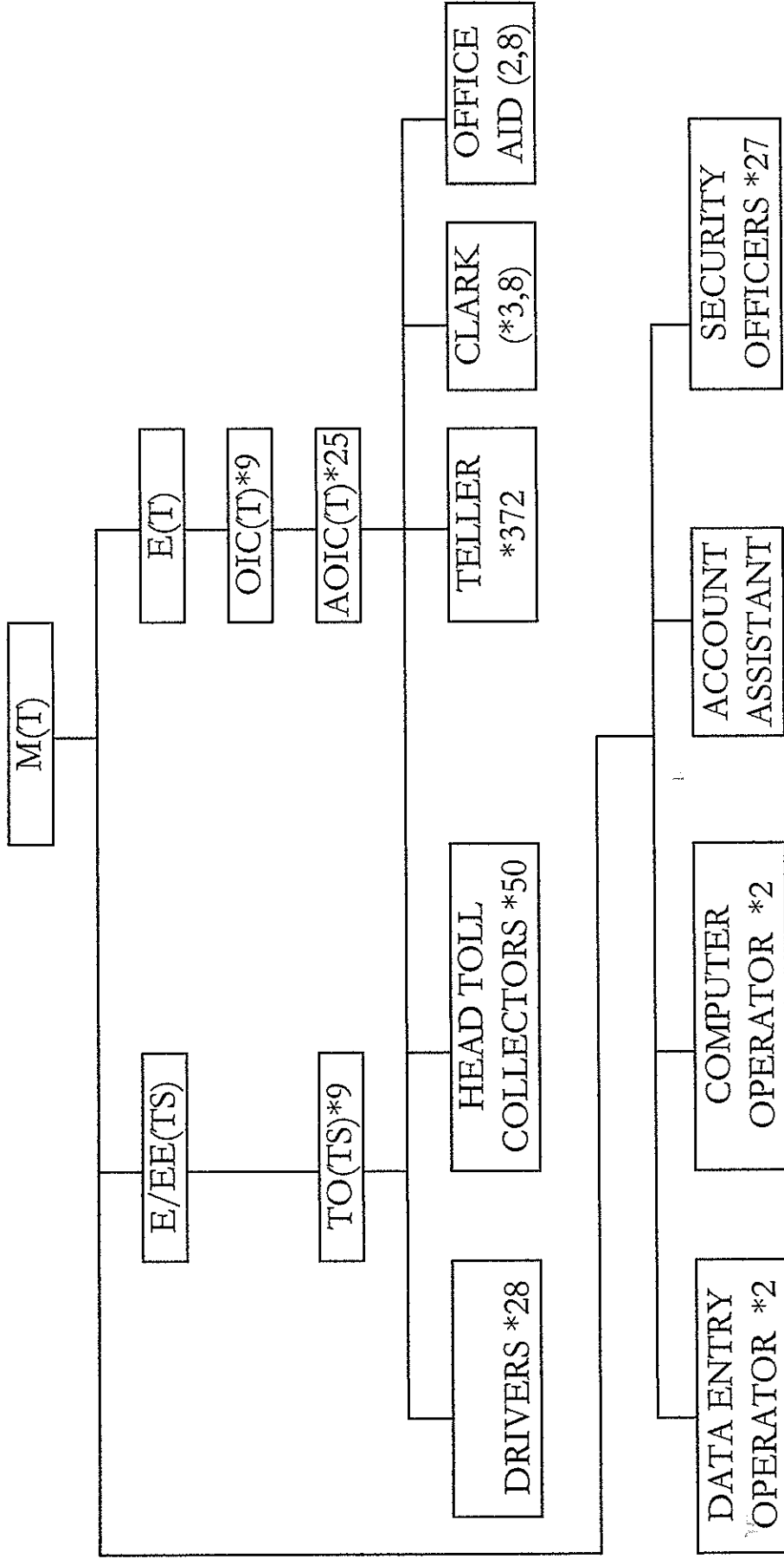


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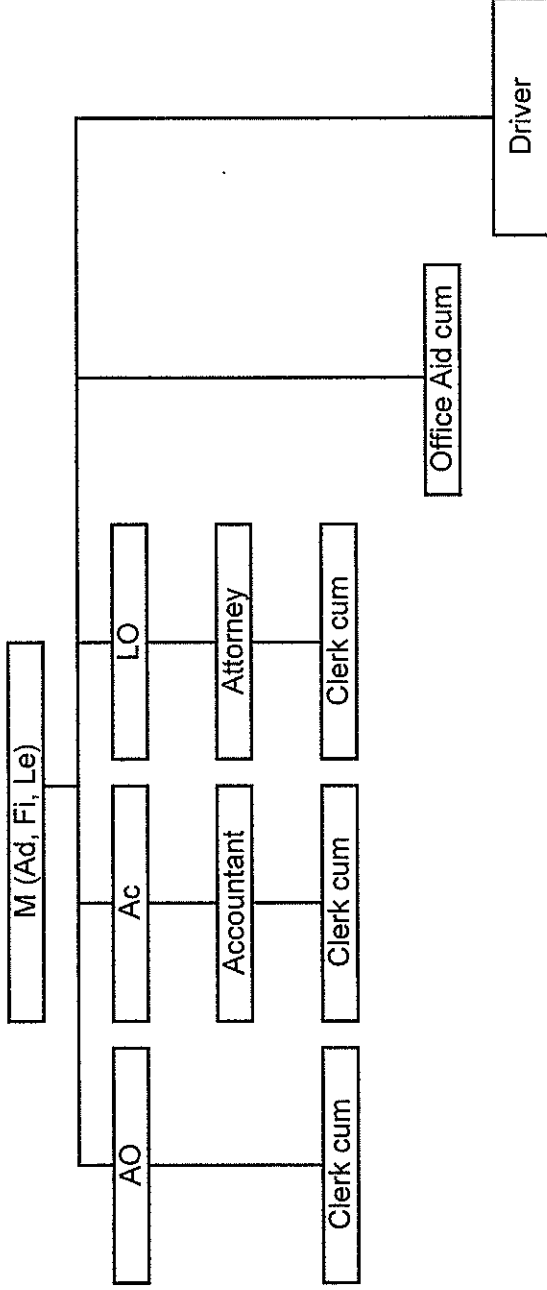
Maintenance



Proposed Organization Chart for Toll collection, Planning & Procurement



Administration, Finance & Legal



REVISED RECORD OF DISCUSSIONS BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA
ON
EXPRESSWAY ADMINISTRATION PROJECT

The Japanese Review Team (hereinafter referred to as “the Team”) organized by Japan International Cooperation Agency (hereinafter referred to as “JICA”) headed by Shuntaro KAWAHARA, Senior Adviser to the Director General, Economic Infrastructure Department, JICA, visited Sri Lanka from 13 to 16 December 2010, for the purpose of reviewing necessity for extension of “Expressway Administration Project” (hereinafter referred to as the “Project”) duration and confirming the revised implementation schedule and activities in response to the request on extending project duration of the Project from the Government of the Democratic Socialist Republic of Sri Lanka (hereinafter referred to as “GOSL”).

As a result of the discussions between the team and the Ministry of Ports and Highways (hereinafter referred to as “MOPH”), in accordance with the provisions of the Agreement on the minutes of meeting, signed in Colombo on 16 December 2010, JICA and Sri Lankan authorities concerned agreed on the matters attached annexes hereto.

Colombo, ** February, 2011

Akira Shimura
Chief Representative of JICA Sri Lanka
office, Japan International Cooperation
Agency (JICA)

Suiatha Cooray
Secretary
Ministry of Ports and Highways (MOPH)

(Witnessed by)

R.W.R Pemasiri
Director General
Road Development Authority (RDA)

D. C. W. Hapugoda
Director, Japan Division
Department of External Resources (ERD)
Ministry of Finance and Planning

Revised points are as follows,

IV. ADMINISTRATION OF THE PROJECT

1. The Director General of RDA, as the Project Director, will bear overall responsibility, for the administration and implementation of the Project.
2. The Head of EMU, as the Project Manager, will be responsible for the managerial and technical matters of the Project.

V. JOINT EVALUATION

The final evaluation of the Project will be conducted by JICA and the Sri Lankan authorities concerned jointly in order to examine the achievement.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be beginning of July 2009 – end of August 2012, and no further extension.

List of Annexes (amended)

ANNEX I	MASTER PLAN
ANNEX II	LIST OF JAPANESE EXPERTS
ANNEX IV	LIST OF SRI LANKAN COUNTERPART AND ADMINISTRATIVE PERSONNEL
ANNEX VI	JOINT COORDINATING COMMITTEE

ANNEX I MASTER PLAN

A. Overall goal

Road transport is strengthened in Sri Lanka.

B. Project purpose

Capacity of EMU/EA for operation and maintenance of expressways are developed.

C. Outputs of the Project

- (1) Organizations of EMU/EA for traffic management, inspection and maintenance, and toll collection are established.
- (2) Skill and capacity of EMU/EA members for traffic management, inspection and maintenance, and toll collection are improved.
- (3) Traffic management, inspection and maintenance, and toll collection are executed by EMU/EA after the opening for service.

D. Activities

- (1)-1 Prepare detail programs on the Project
- (1)-2 Review draft organizations of EA and works of each organization prepared by RDA
- (1)-3 Develop organizations of EA
- (1)-4 Develop works of each organizations of EA
- (1)-5 Develop arrangement of personnel of EA

- (2)-1 Provide training for the overall operation and maintenance to EMU/EA.
- (2)-2 Develop traffic management manual
 - Handling of incidents disturbing traffic flow
 - Information collection, processing, service etc.
- (2)-3 Develop inspection and maintenance Manual.
- (2)-4 Develop manual (cash) toll collection manual
 - Toll collecting, accounting, safekeeping and remittance etc.
- (2)-5 Provide training for traffic management to EMU/EA
 - Handling of incidents disturbing traffic flow
 - Information collection, processing, service etc.
- (2)-6 Provide training for inspection and maintenance to EMU/EA
 - Inspection
 - Maintenance
- (2)-7 Provide training for manual (cash) toll collection to EMU/EA
 - Toll collecting, accounting, safekeeping and remittance etc.

(3)-1 Provide on-site simulation training before opening and follow-up training after opening for traffic management to EMU/EA.

(3)-2 Provide on-site simulation training before opening and follow-up training after opening for inspection and maintenance to EMU/EA.

(3)-3 Provide on-site simulation training before opening and follow-up training after opening for toll collection to EMU/EA.

(3)-4 Review of organization of EMU/EA and Specifications/ Standards/ Manuals for traffic management, inspection and maintenance, and toll collection

ANNEX II LIST OF JAPANESE EXPERTS

[Long Term Experts]

1. Overall Expressway (The whole field of expressway operation and maintenance)
2. Traffic management

[Short Term Experts]

3. Toll collection
4. Other expert(s) in the specific field according to the necessity

ANNEX IV LIST OF SRI LANKA COUNTERPART AND ADMINISTRATIVE PERSONNEL

1. Project Director: The Director General of RDA

2. Project Manager: The Head of EMU

3. Counterpart Personnel

Appropriate members of EMU/EA staff for executing the Project

4. Other administrative personnel

ANNEX VI JOINT COORDINATING COMMITTEE

1. Function

The Joint Coordinating Committee (JCC) will meet at least once a year and whenever the necessity arises, in order to fulfill the following functions:

- (1) To discuss and approve the annual work plan of the Project based on the approved annual budget in line with the Tentative Schedule of the Implementation formed under the framework of the Record of Discussion;
- (2) To review the overall progress and annual expenditure of the Project as well as the achievement of the Annual Work Plan mentioned above;
- (3) To review and exchange views on major issues arising from or in connection with the Project; and
- (4) To review the Revised Project Design Matrix (PDM2)

2. Composition

(1) Chairperson of JCC

The Project Director, will be the Chairperson of JCC.

(2) JCC Members of the Sri Lanka side

- 1) Representative(s), Expressway Authority / Expressway Management Unit
- 2) Representative(s), Road Development Authority, MOPH
- 3) Representative(s), Department of External Resources (ERD), Ministry of Finance and Planning

(3) JCC Members of the Japanese side

- 1) Japanese Experts
- 3) Representative from JICA Sri Lanka Office
- 4) JICA study team (if necessary)
- 5) Other person(s) or agency(s) recommended by JICA.
- 6) Representative from Embassy of Japan (observer)

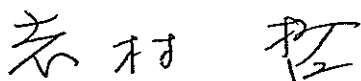
RECORD OF DISCUSSIONS BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA
ON JAPANESE TECHNICAL COOPERATION
FOR
EXPRESSWAY ADMINISTRATION PROJECT

The Japanese Preliminary Study Team (hereinafter referred to as "the Team") organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") headed by Dr. Atsushi Kaneko, Chief Representative of JICA Sri Lanka Office, visited from February 10, 2009 to February 13, 2009 for the purpose of the working out the details of the technical cooperation project concerning "Expressway Administration Project" requested by the Government of Democratic Socialist Republic of Sri Lanka (hereinafter referred to as "Sri Lanka"), including Ministry of Highways and Road Development (hereinafter referred to as "MOHRD") and Road Development Authority (hereinafter referred to as "RDA").

The Team exchanged views and had a series of discussions with the Sri Lankan authorities concerned with respect to desirable measures to be taken by JICA and the Government of Sri Lanka for the successful implementation of the above-mentioned Project.

As a result of the discussions, and in accordance with the provisions of the Agreement on Technical Cooperation between the Government of Japan and the Government of Sri Lanka, signed in Colombo on October 12, 2005 (hereinafter referred to as "the Agreement"), JICA and Sri Lankan authorities concerned agreed on the matters referred to in the document attached hereto.

Colombo, June , 2009

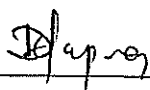


Akira Shimura
Chief Representative
Japan International Cooperation Agency
(JICA)

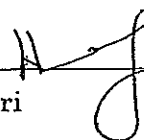


S. Amarasekara
Secretary
Ministry of Highways and Road Development
(MOHRD)

(Witnessed by)



D. C. W. Hapugoda
Director, Japan Division
Department of External Resources(ERD)



R.W.R Pemasiri
General Manager
Road Development Authority(RDA)

Ministry of Finance and Planning

THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND THE GOVERNMENT OF SRI LANKA

1. The Government of Sri Lanka will implement the Expressway Administration Project in Sri Lanka (hereinafter referred to as "the Project") in cooperation with JICA.

2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan and the provisions of Article III of the Agreement, JICA, as the executing agency for technical cooperation by the Government of Japan, will take, at its own expense, the following measures according to the normal procedures of its technical cooperation scheme.

1. DISPATCH OF JAPANESE EXPERTS

JICA will provide the services of the Japanese experts as listed in Annex II.

The provision of Article V of the Agreement will be applied to the above-mentioned experts.

The composition of the experts may be changed in the process of of the Project.

2. PROVISION OF MACHINERY AND EQUIPMENT

JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in Annex III. The provision of Article VII of the Agreement will be applied to the Equipment.

3. TRAINING OF SRI LANKAN PERSONNEL IN JAPAN

JICA will receive the Sri Lankan personnel connected with the Project for technical training in Japan. The participants and the contents of the training are to be decided in the Project.

III. MEASURES TO BE TAKEN BY THE SRI LANKA GOVERNMENT

1. The Government of Sri Lanka will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities,

beneficiary groups and institutions.

2. The Government of Sri Lanka will ensure that the technologies and knowledge acquired by Sri Lankan nationals as a result of Japanese technical cooperation will contribute to the economic and social development of Sri Lanka.
3. In accordance with the provisions of Article V of the Agreement, the Government of Sri Lanka will grant in Sri Lanka privileges, exemptions and benefits to the Japanese experts referred to in II-1 above and their families.
4. In accordance with the provisions of Article VI of the Agreement, the Government of Sri Lanka will take necessary measures to receive and use the equipment provided by JICA under II-2 above and equipment, machinery and materials carried in by the Japanese experts referred to in II-1 above.
5. The Government of Sri Lanka will take necessary measures to ensure that the knowledge and experience acquired by the Sri Lankan personnel from technical training in Japan will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in Sri Lanka, the Government of Sri Lanka will provide the services of Sri Lanka counterpart personnel and necessary personnel as listed in Annex IV.
7. In accordance with the laws and regulations in force in Sri Lanka, the Government of Sri Lanka will provide the buildings, facilities as listed in Annex V.
8. In accordance with the laws and regulations in force in Sri Lanka, the Government of Sri Lanka will take necessary measures to supply or replace at its own expense machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under II-2 above.
9. In accordance with the laws and regulations in force in Sri Lanka, the Government of Sri Lanka will take necessary measures to meet the running expenses to meet the running expenses necessary for the implementation of the Project

IV. ADMINISTRATION OF THE PROJECT

1. The Secretary of MOHRD, as the Project Director, will bear overall responsibility, for the

administration and implementation of the Project.

2. The Director of Expressway Management Unit/ Expressway Authority, as the Project Manager, will be responsible for the managerial and technical matters of the Project.

3. The Japanese experts of the Project will provide necessary recommendations and advice for the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.

4. The Japanese experts will give necessary technical guidance and advice to the Sri Lankan counterpart personnel on technical matters pertaining to the implementation of the Project.

5. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established whose functions and composition are described in Annex VI.

V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Sri Lankan authorities concerned, at the middle and during the last six months of the cooperation term in order to examine the level of achievement.

VI. CLAIMS AGAINST JAPANESE EXPERTS

In accordance with the provision of Article VI of the Agreement, the Government of Sri Lanka undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in Sri Lanka except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VII. MUTUAL CONSULTATION

There will be mutual consultation between JICA and the Government of Sri Lanka on any major issues arising from, or in connection with this Attached Document.

VIII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of Sri Lanka, the Government of Sri Lanka will take appropriate measures to make the Project widely known to the people of Sri Lanka.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be 27 months from July 1, 2009.

List of Annexes

ANNEX I	MASTER PLAN
ANNEX II	LIST OF JAPANESE EXPERTS
ANNEX III	LIST OF MACHINERY AND EQUIPMENT
ANNEX IV	LIST OF SRI LANKAN COUNTERPART AND ADMINISTRATIVE PERSONNEL
ANNEX V	LIST OF BUILDINGS AND FACILITIES
ANNEX VI	JOINT COORDINATING COMMITTEE

ANNEX I : MASTER PLAN

1. Overall goal

Road transport is strengthened in Sri Lanka.

2. Project purpose

Capacity of EA for operation and maintenance of expressway is developed.

3. Outputs of the Project

(1) Organizations of EA for traffic management, inspection and maintenance, and toll collection are established.

(2) Skill and capacity of EA members for traffic management, inspection and maintenance, and toll collection are improved.

(3) Traffic management, inspection and maintenance, and toll collection are executed by EA after the opening for service.

4. Activities

(1)-1 Prepare detail programs on the project

(1)-2 Review draft organizations of EA and works of each organization prepared by RDA

(1)-3 Develop organizations of EA

(1)-4 Develop works of each organizations of EA

(1)-5 Develop arrangement of personnel of EA

(2)-1 Provide training for the overall operation and maintenance to EA

(2)-2 Develop traffic management manual

- Handling of incidents disturbing traffic flow
- Information collection, processing, service etc.

(2)-3 Review Specifications/ Standards/ Manuals for inspection and maintenance

(2)-4 Develop toll collection manual

- Toll collecting, accounting, safekeeping and remittance etc.

(2)-5 Provide trainings for traffic management to EA

- Handling of incidents disturbing traffic flow
- Information collection, processing, service etc.

(2)-6 Provide trainings for inspection and maintenance to EA

- Inspection
- Maintenance

(2)-7 Provide trainings for toll collection to EA

- Toll collecting, accounting, safekeeping and remittance etc.

(3)-1 Provide on-site simulation training before opening and follow-up training after opening for traffic management to EA

(3)-2 Provide on-site simulation training before opening and follow-up training after opening for inspection and maintenance to EA

(3)-3 Provide on-site simulation training before opening and follow-up training after opening for toll collection to EA

(3)-4 Review organization of EA and Specifications/ Standards/ Manuals for traffic management, inspection and maintenance, and toll collection

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ANNEX II : LIST OF JAPANESE EXPERTS

[Long Term Experts]

1. The whole field of expressway operation and maintenance
2. Traffic management

[Short Term Experts]

3. Traffic control
4. Inspection
5. Maintenance
6. Toll collection
7. Equipment management
8. Other expert(s) in the specific field according to the necessity

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ANNEX III LIST OF MACHINERY AND EQUIPMENT

Machinery and equipment which will be necessary for training of Sri Lankan counterparts in the field of:

1. traffic control and management
2. inspection and maintenance
3. toll collection
4. equipment management
5. other relevant fields to implement the Project

ANNEX IV: LIST OF SRI LANKA COUNTERPART AND ADMINISTRATIVE PERSONNEL

1. Project Director: Secretary of MOHRD

2. Project Manager: Director of EMU

3. Counterpart Personnel

(1) 3 Senior Engineers

(2) 2 Junior Engineers

4. Other administrative personnel

ANNEX V: LIST OF BUILDINGS AND FACILITIES

1. Office space with furniture (desk, chair, etc) for Japanese experts and Sri Lanka counterpart personnel in RDA before establishment of EA head office, and in EA head office
2. Internet facility for the office(s) of Japanese Experts
3. Lecture rooms and meeting rooms necessary for the technology transfer in RDA before establishment of EA head office, and in EA head office, respectively
4. Necessary equipments, materials, and tools for traffic control, inspection and maintenance, and toll collection

ANNEX VI: JOINT COORDINATING COMMITTEE

1. Function

The Joint Coordinating Committee (JCC) will meet at least once a year and whenever the necessity arises, in order to fulfill the following functions:

- (1) To discuss and approve the annual work plan of the Project based on the approved annual budget in line with the Tentative Schedule of the Implementation formed under the framework of the Record of Discussion;
- (2) To review the overall progress and annual expenditure of the Project as well as the achievement of the Annual Work Plan mentioned above; and
- (3) To review and exchange views on major issues arising from or in connection with the Project.
- (4) To review the Project Design Matrix (PDM) which will be revised by Japanese Experts and the Sri Lankan counterpart headed by the Director of Expressway Management Unit/ Expressway Authority.

2. Composition

(1) Chairperson of JCC

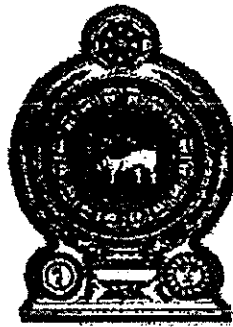
The Secretary of MOHRD, as the Project Director, will be the Chairperson of JCC.

(2) JCC Members of the Sri Lanka side

- 1) Representative(s), Expressway Authority
- 2) Representative(s), Road Development Authority, MOHRD
- 3) Representative(s), Department of External Resources (ERD), Ministry of Finance and Planning

(3) JCC Members of the Japanese side

- 1) Japanese Experts
- 3) Representative from JICA Sri Lanka Office
- 4) JICA study team (midterm review and terminal evaluation)
- 5) Other person(s) or agency(s) recommended by JICA.
- 6) Representative from Embassy of Japan (observer)



TECHNICAL ASSISTANCE
FOR
EXTENSION OF
EXPRESSWAY ADMINISTRATION

Ministry of Highways
Road Development Authority

SEPTEMBER 2010

PROJECT PROPOSAL FOR EXTENSION OF JICA GRANT ON EXPRESSWAY ADMINISTRATION PROJECT

1. Project Title : EXTENSION OF JICA GRANT ON EXPRESSWAY ADMINISTRATION PROJECT
2. Applicant : The Government of Democratic Socialist Republic of Sri Lanka
3. Implementing Agency : Road Development Authority
: Expressway Authority in the future
Address : 1st floor, "Sethsiripaya", Battaramulla, Sri Lanka
Contact Person : R W R Pemasiri,
Director General, Road Development Authority

Tel No : 011-2862795
Fax : 011-2872272
E-mail id : gmrddash@slt.net.lk

4. Background of the Project:

At present, the Government of Sri Lanka constructs and plans expressways such as Southern Expressway, Outer Circular Highway, Colombo Katunayake Expressway and Colombo Kandy Alternate Highway using JICA, ADB, China and GOSL funds. Out of these Southern Expressway will be opened to traffic on December 2011.

The administration of expressway is quite different from that of ordinary roads because the operation speed is much higher and the access is controlled by interchanges. Thus, establishment of the special organization with specialized skills/knowledge for expressway administration is essential.

In view of that unit has been established in RDA and JICA technical assistance has been obtained to identify activities required and to train the staff of the unit to handle the expressway administration & management.

The technical assistance programme was started on July 2009 and to be end by October 2011 as per the MOU signed between RDA & JICA. The expressway management unit work to be extended up to October 2012 due to delay in completion of the construction work of expressway.

5. Outline of the Project:

(1) Overall Goal

The reliability and punctuality on accessibility are secured between rural and urban areas through expressways. As a result, road transport will be strengthened in Sri Lanka.

(2) Project Purpose

Through this technical assistance, system of expressway administration can be identified and executed properly and practically.

(3) Outputs

- To establish a system to cope with traffic accidents and vehicle breakdown speedy
- To establish a system on road cleaning and maintenance properly
- To establish a system for toll collection accurately
- To establish a cooperation system with police, fire brigade and other organizations

(4) Project Activities

A) Traffic Control

- To establish a system regarding traffic information control
- To establish a system regarding traffic accident transaction including demarcation between Expressway Authority and Police
- To establish a system regarding traffic control against overloading, traffic patrol against fallen obstacles and so on
- To assist preparation of guidelines, contract document (draft) for outstanding on the above

B) Operation & Maintenance

- To identify of work items on operation and maintenance such as road surface cleaning, drainage cleaning, grass cutting, pot-hole filling and others, and also identification of the threshold
- To establish a system in order to recover damage cost due to traffic accidents
- To establish a system regarding restoration work following traffic accident damage
- To assist preparation of guidelines, contract document (draft) for outsourcing on the above

C) Toll Collection

- To formulate policy on toll level and means of payment
- To establish a system regarding toll collection (collection checking, safekeeping, remittance, security)
- To assist preparation of guidelines, contract document (draft) for outsourcing on the above

D) Policy Formulation and coordination among Stakeholders

- To formulate policy expressway administration in general
- To coordinate tasks on expressway management with stakeholders
- Budgetary management in general

E) Training and procurement

- To coordinate to send training on expressway administration
- To coordinate short term experts
- To procure local consultants
- To prepare office equipment
- To prepare rehearsal

(5) Input from Recipient Government

- Establishment of Expressway Authority
- Counterpart personnel appointed by the Ministry of Highways
- Office space equipped with A/C direct telephone line and internal extension and Assistant staff
- Official vehicles for the necessity

(6) Input from the Japanese Government

- Five long-term experts who are specialized in relevant field
- Fund necessary for the preparation of the tools
- Counterpart training course in accordance with each specific theme of the program

(7) Implementation Agency:

1. Name of Agency: Expressway Authority (Newly Established)

2. Function of the Organization with Overall Responsibility:

Expressway Authority administrates expressway network in order to keep high mobility for road users around the clock, together with cooperation organizations such as police and fire brigade, it also has a prime and overall responsibility for expressway administration.

3. Annual Budget

N/A

4. Staff

N/A

(8) Related Activities:

There is a small unit in order to prepare operation and maintenance on Southern Expressway.

(9) Gender Consideration:

N/A

(10) Beneficiaries:

530 million people living in Greater Colombo, Western and Southern Provinces

(11) Security Conditions:

As for the project site, security condition is good

(12) Others



October 29, 2010

Admiral Wasantha Karannagoda
Secretary
Ministry of Highways

Dear. Sir

We have received your request for extension of "TECHNICAL ASSISTANCE FOR EXPRESSWAY ADMINISTRATION".

When this technical assistance commenced in July 2009, it was agreed to be for a term of 2 years upto August 2011. Since the primary activities under the assistance is capacity building and on-the-job training for expressway operation and management for the Expressway Authority, the schedule was prepared based on the target of opening the expressway to the public in April 2011 inclusive of the commissioned toll system, and the Expressway Authority being established by September 2010.

However, we understand that the above targets had to be revised, and therefore it will not be possible to complete the activities mentioned in the Record of Discussion (R/D) within the 2-year period. We also recognize that the activities under the technical assistance are important to ensure smooth operation and maintenance of the Southern Expressway, especially considering it is the first expressway in Sri Lanka, and the first experience for the Expressway Authority.

In order to review your request for extension of the assistance, and to consider the period of extension required, we will forward a questionnaire (copy attached) to the responsible officer in charge in this regard to be filled and submitted to JICA Sri Lanka Office by the end of November 2010.

We would appreciate your kind cooperation to obtain the requested information.

Best regards,

Tatsuya MURASE
Deputy Director General,
and Group Director for Transportation and ICT
Transportation and ICT Group
Economic Infrastructure Department
Japan International cooperation Agency

Copy: Mr. P.R.W.R. Pemasiri, Actg. Chairman & Director General, RDA
Mr. S. Meihandan, Additional Director General (Projects), RDA
Mr. H.M.K.G.G. Bandara, Director Planning, RDA
Mr. I.H.R. Fernando, Head, Expressway Management Unit, RDA



Questionnaire:

Please answer following questionnaire with as much detail as possible, and attach relevant additional documents, if any.

Q1. What is the target opening day for the Southern Expressway? (Please clarify the background, assumptions and risks to keep to this target. Please clarify the schedule if it is intended to open the expressway in stages/phases (eg: Open to public with interim toll system, with final toll system, etc)

Q2. Please provide the main milestones of schedules for civil works (eg: completion of primary construction, completion of finishing items, final hand-over) and toll system and toll plazas (eg: procurement completion, mobilization of contractor, completion of works). Please indicate any assumptions or risks to keep to these schedules.

Q3. By when would the toll fee be decided?

Q4. What is the status of relevant Acts and Amendments, and when are they expected to be completed? (eg: Expressway Authority Act, Amendments to Motor Traffic Act etc)

Q5. Please clarify the organizational structure of the EA, and schedule for recruitment of staff together with the key responsibilities (tasks before and after opening the Expressway) of the staff. Please indicate the explanation for the proposed schedule, and indicate the training period for the staff.

Q6. Which organization is responsible for this technical assistance project at each stage (before establishing EA, before opening, after operation and so on.)?

Q7. Have there been discussion and consensus with related organizations to operate the Expressway, for instance, traffic police, fire department, and more?

Q8. Are budgets allocated for EA and EMU for operation and maintenance of Expressway? If not, please clarify how this would be done.

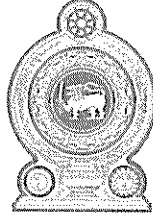
Q9. Please provide us with time schedule and progress of procurement for contract of maintenance works, necessity equipment for traffic control, and so forth.

Q10. Please clarify plan and arrangements for buildings and facilities for the EA (and/or EMU).

Q11. Please clarify the plan for awareness program of opening and how to use expressway.

We really appreciate for your cooperation.

ලේකම්
செயலாளர்
Secretary } +94 (0)11 2887462



කාර්යාලය
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ෆැක්ස් අංකය
பெக்ஸ் இல
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நெடுஞ்சாலைகள் அமைச்சு
MINISTRY OF HIGHWAYS

ඊමේල්
மின்-அஞ்சல்
E-mail } sec@mohsl.gov.lk

මගේ අංකය
எனது இல
My No. }

RDA/P/EP/EMU

ඔබේ අංකය
உமது இல
Your No. }

දිනය
திகதி
Date } 24/11/2010

Mr. Tatsuya MURASE
Deputy Director General,
And Group Director for Transportation and ICT
Transportation and ICT Group
Economic Infrastructure Department
Japan International Cooperation agency

ANSWERS TO THE QUESTIONNAIRE ON EXTENDING THE PERIOD OF "TECHNICAL ASSISTANCE FOR EXPRESSWAY ADMINISTRATION" FOR SOUTHERN EXPRESSWAY

This refers to the letter dated 29th October 2010 received from Mr. Mr. Tatsuya MURASE, of Japan International Cooperation agency, addressed to Secretary, Ministry of Highways and road Development, on the above mentioned subject.

Herewith I am sending the answers to the questionnaire on extending the period of "Technical assistance for Expressway administration" for Southern Expressway for your information please.

G. J. C. Gunatilake
Additional Secretary (Engineering)
Ministry of Highways and Road Development

Copy: Mr. P. R. W. R. Pemasiri, Actg. Chairman & Director General, RDA - f.i.pl.
Mr. B. V. D. N. Chandrasiri, Project Director, STDP -f.i.pl.
Mr. I. H. R. Fernando, Head, Expressway Management Unit, RDA -f.i.pl.
RDA/P/FA/JICA

Southern transport development Project

Replies to JICA Questionnaire

Q1: What is the target opening day for the Southern Expressway? (Please clarify the background, assumptions and risks to keep to this target. Please clarify the schedule if it is intended to open the expressway in stages/phases (eg : Open to public with interim toll system, with final toll system, etc)

Target opening day for the Southern Expressway: 15 July 2011

Assumption and risks to keep this target:

- No unforeseen delays/problems
- Contractor procure with diligence
- No identified defects
- No change in the forecasted Weather records

Q2: Please provide the main milestones of schedules of civil works (eg: completion of primary construction, completion of finishing items, final hand-over) and toll system and toll plazas (eg. Procurement completion, mobilization of contractor, completion of works). Please indicate any assumptions or risks to keep these schedules.

Target completion of primary construction: **31st May 2011**

Target completion of finishing items: **15th July 2011**

Target final hand-over: **to be decided later**

A schedule of work with respect to construction, operation and maintenance of STDP is given as Annex A

Toll Building construction:

There is a possibility for delay in getting approvals from **CAPC, JICA and Cabinet** etc.

Opening of Expressway with Toll system arrangement date:

Installation (Temporary): **15th July 2011**

Installation (Permanent): **02 February 2012**

Q3: By when would the toll fee be decided? By 30th June 2011

Q4: What is the status of relevant Acts and Amendments, and when are they expected to be completed? (eg; Expressway Authority Act, Amendment to motor traffic act. Etc.)

Expressway Authority Act (draft form) has already been forwarded to the legal draftsman with some suggestions & amendments made by RDA and date of completion may be around 1st quarter of 2011.

Suggestion & amendments (**Annex - B**) were given to transport Ministry for Motor Traffic Act & preparation of regulations are underway and date of completion may be around April 2011.

Q5 Please clarify the organizational structure of the EA, and schedule for recruitment of staff together with the key responsibilities (tasks before and after opening the Expressway)

After having several discussions with ADG (projects) & JICA, organizational structure proposed for Expressway Authority at inception is attached herewith (**Annex - 1**), including personnel, functions (before & after operation) etc. The phase out programme also attached herewith considering training of the staff pertaining to tolling, traffic management, maintenance etc.

However, until the Expressway Authority (EA) is established and fully functional it is assured that all necessary actions will be taken to recruit necessary staff to operate and manage Southern Expressway under the Director General of RDA.

Q6 Which organization is responsible for this technical assistance project at each stage (before establishing EA, before opening, after operation and so on)?

Project Management Unit (PMU) of Southern Transport Development Project (STDP) and Expressway Management Unit (EMU) under the management of RDA.

Q7 Have there been discussion and consensus with related organizations to operate the expressway. For instance Traffic police, fire Department and more ?

A number of discussions have been held with the relevant officers of the Dept. of Police on traffic management of Southern Expressway and a proposal has already been submitted. (**Annex - 2**). DIG (Traffic) has also had a site visit to Southern Expressway with higher officers of the Police. The decision has to be taken in near future by both parties for recruitment of police personnel for the Police patrolling of Southern Expressway.

Also, Fire Department personnel will be trained under the guidance of local authorities, who have fire units (Kotte Municipal Council, Colombo Municipal Council etc.) and discussions are under way to finalise the arrangements.

Paramedical personnel will be trained under the guidance of Health Department to be worked for Southern Expressway and discussions to be commenced with relevant officials.

Q8 Are budgets allocated for EA and EMU for operation and maintenance of Expressway? If not, please clarify how this would be done.

Allocation for EA and EMU for operation & maintenance of expressway has to be initially get from the Treasury until the toll collection mechanism is in operation and then to be managed with toll collection. RDA will take necessary action to get adequate budgetary allocation from the treasury to cover the initial operation and maintenance costs.

Q9 Please provide us with time schedule and progress of procurement for contract of maintenance works, necessary equipment for traffic control and so forth.

Management consultant has already submitted the performance based contract bidding document to STDP and TEC is in the process of checking the suitability of the bidding document to fulfill the requirements.

A list of equipment necessary for traffic management , tolling and maintenance has already been submitted to STDP and procurement procedure to follow for purchasing of some items, equipments under JICA/ADB loan and others (furniture and other items - list attached as Annex 3) under local funds.

Q10 Please clarify plan and arrangements for buildings and facilities for the EA (and/ or EMU).

It has been decided to Expressway Authority to be operated from Bandaragama .(maintenance office – at present where the management consultant office and STDP sub office) A Sub office has to be constructed at Baddegama for operation & maintenance of Southern Expressway. (Traffic Operation & maintenance etc.) If construction of sub office cannot be completed before Southern Expressway operation commences, a building will be rented temporarily for traffic operation & maintenance.

Q11 Please clarify the plan for awareness program of opening and how to use expressway

Awareness programme for the people living in the surrounding area has already been commenced (by STDP staff) under the guidance of project Director, STDP. Action will be taken to implement awareness programmes for road users including bus drivers, normal vehicle drivers, passengers (especially bus passengers), container drivers, goods transporters etc. on the usage of expressways, traffic regulations, toll collection and law enforcement etc., three months before the operation of Southern Expressway.