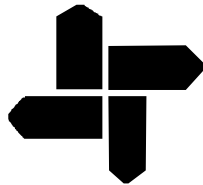


**GOVERNMENT OF THE DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA
MINISTRY OF TRANSPORT, HIGHWAYS, PORTS AND CIVIL AVIATION
ROAD DEVELOPMENT AUTHORITY**



TERM OF REFERENCE (TOR)

FOR

**“HIRING OF THE CONSULTANCY SERVICE FOR THE DEVELOPMENT OF
NATIONAL ROAD SAFETY STRATEGY FOR SRI LANKAN ROAD
INFRASTRUCTURE”**

CONTRACT NO: LK-RDA-465169-CS-INDV

Country – Sri Lanka

**PROJECT TITLE –INCLUSIVE CONNECTIVITY AND
DEVELOPMENT PROJECT (ICDP)**

**World Bank Loan No. IBRD
9290**

2025

LOAN IBRD 9290: INCLUSIVE CONNECTIVITY AND DEVELOPMENT PROJECT

TERMS OF REFERENCE

“HIRING OF THE CONSULTANCY SERVICE FOR THE DEVELOPMENT OF NATIONAL ROAD SAFETY STRATEGY FOR SRI LANKAN ROAD INFRASTRUCTURE”

A. Background

- 1.1 The Government of the Democratic Socialist Republic of Sri Lanka (GOSL) has received a loan from World Bank (WB) towards the cost of construction of rural roads under the Inclusive Connectivity and Development Project (ICDP), and it intends to apply part of the loan proceeds to payments for a consultant towards Consultancy Services for ‘Development of National Road Safety Strategy for Sri Lankan Road Infrastructure’ under its Sub-Component 1.2 - Improving institutional and policy framework of the road Sector Adaptation Actions.
- 1.2 The project Inclusive Connectivity and Development Project (ICDP) is to be implemented in collaboration with the World Bank (WB) and is intended to enhance road connectivity and economic opportunities for the rural population with a focus on developing road network and agriculture logistics as part of a broader Government program. In addition to road rehabilitation, the project aims to strengthen the institutional and policy framework of the Sri Lankan Road sector, especially in terms of road safety under its Sub-Component 1.2.
- 1.3 The development of a National Road Safety Strategy for Sri Lanka has become a timely necessity, requiring the involvement of multiple stakeholders, including the Ministry of Finance, Department of National Planning, Ministry of Health, Ministry of Public Security & Parliamentary Affairs, Ministry of Transport, Highways, Ports & Civil Aviation, the Road Development Authority (RDA), the National Council for Road Safety, Sri Lanka Police, local government authorities, urban and rural road agencies, academia, and civil society organizations, etc. Given the complexity of such collaboration, financial and time constraints, and the RDA’s institutional capacity required to formulate a comprehensive national road safety strategy, the scope of work has been streamlined to focus specifically on road infrastructure.
- 1.4 As proposed in this TOR, "Development of a National Road Safety Strategy for Sri Lankan Road Infrastructure" is a crucial initiative aimed at strategically improving road safety across Sri Lanka in the coming decade of 2025-2035. The particular road safety activity under Sub-component 1.2 of the ICDP aims to create a comprehensive, evidence-based strategy that mitigates the effect of various road infrastructure-related factors contributing to road traffic injuries and fatalities.

- 1.5 The national road safety strategy shall not only propose the methodology for establishing coordination among government agencies, non-governmental organizations, and the private sector, but also shall provide a framework for reducing road traffic accidents and enhancing the safety of all road users.
- 1.6 Furthermore, ‘National Road Safety Strategy for Sri Lankan Road Infrastructure’ will integrate existing road safety management functions carried out by various stakeholder organizations and also propose new initiatives to create a safer road environment. It will address the strategical adaptation of the international Road Assessment Program (iRAP) for Sri Lanka’s Road network, implementation of road safety audits island-wide, and improvement of road safety-related decision-making based on accurate road accident and incident data from pre-crash to post-crash scenarios starting from the national road network managed by the Road Development Authority, starting from the year 2025.
- 1.7 The development process will involve stakeholder consultations, data analysis, and the formulation of targeted interventions to meet both short-term and long-term road safety goals preparation of a national road safety plan based on a priority basis and budget, for the decade starting from the year 2025.
- 1.8 The Implementing Agency for this consulting service is: the Project Management Unit of Inclusive Connectivity and Development Project and the Procurement Consultant is directly responsible to the Project Director.

B. Scope of Services

The Consultant shall carryout all the activities necessary to achieve the objectives defined as follows;

- i. Develop a National Road Safety Strategy for Sri Lankan Road Infrastructure (2025-2035) to enhance road safety and reduce traffic-related injuries and fatalities.
- ii. Formulate a comprehensive, evidence-based approach to mitigate road infrastructure-related risk factors contributing to accidents.
- iii. Propose to establish coordination mechanisms among key stakeholders, including government agencies, non-governmental organizations, and the private sector, to enhance road safety governance.
- iv. Integrate existing road safety management functions and propose new initiatives for a safer road environment.
- v. Adapt the International Road Assessment Program (iRAP) for Sri Lanka’s road network to systematically assess and improve road safety.

- vi. Implement road safety audits island-wide to identify and mitigate potential hazards on national roads.
- vii. Enhance decision-making processes by utilizing accurate road accident and incident data from pre-crash to post-crash scenarios.
- viii. Engage stakeholders through consultations and data analysis to develop targeted interventions addressing both short-term and long-term road safety goals.
- ix. Prepare a national road safety plan based on priority needs, budgetary considerations, and implementation feasibility for the decade starting in 2025.

and in doing so consultant shall assist the PMU through the provision of hands-on in-line services, including but not necessarily limited to the following;

2.1.Data Collection and Analysis: Gather and analyze road safety data (such as available secondary data, recommendation reports, and proposed policies) to identify key risk factors, vulnerable road users, and high-risk locations. This may involve reviewing existing road safety data, conducting new research where necessary, and engaging with stakeholders for additional insights.

2.2.Stakeholder Engagement: Conduct consultations with relevant stakeholders, including government bodies, law enforcement agencies, road users, and civil society organizations. This will ensure that the strategy is comprehensive and reflects the needs and concerns of all parties involved. After obtaining of stakeholder engagement, it is necessary to assess the current status of the Sri Lankan organizations, and institutes related to road safety management using tools like SWOT analysis, PESTEL analysis, etc. in order to understand the status-quo. It would be ideal to propose the development that can be acquired in a number of phases throughout the upcoming decade starting from the year 2025 by following a ‘National road safety strategy’ which would be not only limited to road infrastructure.

2.3.Strategy Formulation: Develop a detailed National Road Safety Strategy specifying strategic goals, objectives, and action plan for the decade from the year 2025 to 2035 that includes setting national goals, specific strategic objectives, strategies, action plans, and performance indicators for **Sri Lankan Road infrastructure**. The strategy will cover key areas such as road infrastructure improvements, traffic law enforcement, public awareness campaigns, and emergency response systems focusing Sri Lankan Road infrastructure development and management agencies.

- a. It is mandatory that the national road safety strategy outline the methodology for incorporation of iRAP, road safety audits, and other data driven decision making tools and processes to road safety management of Sri Lanka through feasible steps phased within the coming decade starting from the year 2025 while stating their budgetary requirements.

2.4.Implementation Plan: Formulate a clear implementation plan that outlines the roles and responsibilities of various stakeholders, timelines, and resource requirements which will serve as a roadmap for the execution of the strategy while accommodating following key requirements.

- a. Policy Integration: National Road Safety Strategy (NRSS) must align with the other National Development Plans which emphasizes economic growth, infrastructure development, and regional connectivity. The strategy must also reflect key priorities such as rural access, economic recovery, tourism, and disaster resilience. NRSS shall be eligible for obtaining strategic approval from Government Bodies such as Ministry of Transport, Highways, Ports and Civil Aviation, Ministry of Finance, and the Cabinet, etc.
- b. Adaptability to the legislative Process: NRSS shall secure broad political consensus and institutionalizing key policies of the strategy through legislation to ensure continuity, even if the government changes. It shall empower creation or amendment of existing regulations on critical areas like road safety standards, traffic laws, and infrastructure guidelines adopting international best practices to the local context, particularly in areas like road safety audits, environmental protection, and public transportation.
- c. Budgetary Allocation: NRSS shall be capable of securing diverse funding sources with external financial support from international development partners such as the World Bank, Asian Development Bank (ADB), and bilateral partners like JICA. Additionally, it should be welcoming to explore public-private partnerships (PPPs) to provide more avenues for financing large-scale road safety projects. When securing budgetary allocations for the implementation of NRSS, the need for prioritizing projects such as mitigating accident-prone hazardous town areas, and road segments for earlier phases should be highlighted.
- d. Provisions for Institutional and Capacity Building: Provisions for Strengthening Local Institutions: The Road Development Authority (RDA) and other relevant institutions in Sri Lanka may require capacity-building programs to enhance their ability to implement large-scale infrastructure projects, monitor road safety, and ensure long-term maintenance. Training programs and international technical assistance can help bridge any technical gaps.
- e. Provisions for Interagency Coordination: Coordination between various agencies, such as the Ministry of Transport, local governments, the Ministry of Finance, and environmental authorities will be critical.

Establishing a clear coordination mechanism for smooth communication and implementation is essential to avoid inefficiencies and delays.

- f. **Monitoring and Evaluation (M&E) of the NRSS:** It is recommended that an appropriate agency is proposed to be established or provisionally selected for monitoring and evaluating the implementation of strategic goals, objectives, and action plan specified in the NRSS. The methodology for monitoring and evaluation by the above agency shall be proposed by the consultant addressing the following requirements;
 - i. Establishing a framework for monitoring the implementation of the strategy and evaluating its impact on road safety outcomes. This will include the development of metrics and tools to assess progress and make necessary adjustments.
 - ii. Implementing periodic reviews of road safety improvements, using internationally benchmarked indicators to track progress and adjust the strategy if necessary.
 - iii. Establishing Realistic Indicators for monitoring and evaluating: Given the challenges in data collection and analysis, Sri Lanka may need to establish a set of realistic, measurable indicators for tracking the progress of the road strategy. These could include road safety metrics, kilometers of roads built or improved, reduction in traffic congestion, and environmental sustainability.
 - iv. Leveraging International Support for M&E: International partners can support M&E efforts by providing technical expertise in creating monitoring frameworks, conducting audits, and generating regular reports. Periodic reviews, possibly tied to international loans or grants, can help ensure that the strategy stays on track.
- g. **Public Engagement and Advocacy:**
 - i. **Inclusive Stakeholder Engagement:** Given the geographic and socio-economic diversity in Sri Lanka, it is important to engage a wide range of stakeholders, including local communities, the private sector, and civil society organizations. This is especially important for projects in rural or underserved areas. Using local languages and culturally appropriate outreach methods will help ensure that the strategy is inclusive.
 - ii. **Public Awareness Campaigns:** Given the importance of road safety in Sri Lanka, launching nationwide road safety campaigns, possibly in partnership with media outlets and NGOs, can increase public awareness. Special attention should

be given to vulnerable groups, such as pedestrians, motorcyclists, and schoolchildren.

h. Incorporation into Regional and Global Frameworks

- i. Leverage Regional Cooperation: NRSS can benefit from aligning its road safety strategy with regional initiatives like SAARC's infrastructure development goals and global road safety commitments such as the UN Sustainable Development Goals (SDGs). This will attract more technical and financial support from international organizations.
- ii. International Partnerships: International agencies, such as the ADB, World Bank, and JICA, often provide both funding and technical expertise for road projects. Tapping into these partnerships will ensure Sri Lanka's Road safety strategy incorporates global best practices and sustainability measures, especially in areas like climate resilience, smart technologies, and environmental sustainability.

2.5. Considering Sri Lankan social, economic and political context the NRSS shall enable the following during its implementation.

- a. Phased Implementation: Due to resource constraints, breaking the strategy into manageable phases is crucial. The government can focus first on critical projects, especially those with high economic impact or urgent safety concerns, while postponing less urgent projects.
- b. Capacity Building: NRSS shall highlight the need to invest in institutional strengthening, ensuring that bodies like the RDA have the necessary technical and administrative capacity. Training and upskilling of staff, as well as modernizing project management systems is considered essential.
- c. External Funding and PPPs: Sri Lanka will rely more heavily on international funding and PPPs compared to developed nations. Ensuring transparent and efficient management of these partnerships will be critical to avoid delays and inefficiencies.
 - i. Secure support from the World Bank and ADB to finance infrastructure projects that address high-risk areas.
 - ii. Capacity Building: Provide technical assistance and training for local road engineers to carry out effective road safety audits.

- iii. **Public Engagement:** Conduct road safety awareness campaigns, focusing on helmet use, seatbelts, and reducing pedestrian accidents, especially in rural areas where enforcement is lower.

C. Expert Required

The Specialist in road safety policy and strategy shall hold a graduate degree in a major relevant discipline (e.g BSc in Civil/ Transport Engineering) and shall have a Postgraduate (minimum MSc or equivalent) with a minimum of fifteen years' managerial experience inclusive with road safety policy and strategy formulation practices. The specialist shall also have at least five years' overseas experience in countries not limited to South Asia, preferably familiar with working with the World Bank, ADB, and other multilateral development banks.

Minimum General Experience	15 Years
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Minimum Specific Experience (relevant to assignment)	5 Years
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During the assignment, the specialist shall possess or shall be capable of producing the following expertise if or when required.

- a. Expertise in transport and road infrastructure planning, especially in integrating safety considerations into transport policy.
- b. Expertise in road design, traffic management, and infrastructure safety, ensuring that strategy recommendations are technically feasible.
- c. Expertise in policy development, stakeholder consultation, and regulatory frameworks, with a focus on road safety.
- d. Skilled in policy development, stakeholder consultation, and regulatory frameworks, with a focus on road safety.
- e. Knowledge of road safety legislation and regulations to advise on legal frameworks and reforms needed for strategy implementation.
- f. The Consultant shall also be computer literate in word processing and spreadsheets and shall be fluent in the written and spoken use of the Contract language which is English.

D. Facilities provided by the RDA

RDA will provide the Consultant with secondary data available with the RDA, and facilitate liaising with the road safety related stakeholders for collecting of relevant secondary data upon the request of the consultant. Any other facilities required to successfully carry out this assignment shall be supplied by the consultant.

E. Duration of the Assignment and Deliverables

The total duration of this assignment is 9 months and its deliverables are as follows.

- a. Inception Report: A detailed report outlining the strategic plan, including methodologies for data collection, stakeholder engagement, and strategy formulation.
 - i. Status-quo Analysis: A comprehensive analysis of the existing road safety data, existing road safety-related procedures, current stakeholders in road safety-related procedures involved and their functions and responsibilities, key areas and aspects of road safety identified to be addressed by the National Road Safety Strategy (2025 – 2035).

Duration: In 1 month (30 days) from the date of Contract Awarding.

- b. Interim Draft Strategy Report (with draft implementation plan): A draft of the National Road Safety Strategy, including objectives, action plans, and performance indicators.

Duration: In 2 months (60 days) from the date of Contract Awarding

- c. Draft Final Strategy Report (including the Implementation plan): The draft final of the National Road Safety Strategy, incorporating inputs and feedback from stakeholders
 - i. Draft final of the Implementation Plan: A draft final of the detailed plan outlining how the strategy will be implemented, including timelines, roles, and resource requirements.

Duration: In 4 months (120 days) from date of Contract Awarding

- ii. Workshop of the Draft Final Strategy Document to Stakeholders: Presentation of draft of the National Road Safety Strategy, including objectives, action plans, and performance indicators to relevant stakeholders upon approval from the MoTHP&CA and the RDA.

Duration: In 5 months (150 days) from the date of Contract Awarding

- d. Finalized Strategy Document and the Implementation Plan of the National Road Safety Strategy, incorporating feedback from stakeholders and the Steering Committee

Duration: In 7 months (210 days) from date of Contract Awarding

- e. Relevant documents designed for obtaining Strategic Approval from relevant ministries and the cabinet and the methodology report (including details from the inception of the activity)

Duration: In 9 months (270 days) from date of Contract Awarding

When submitting above deliverables, all reports and presentations shall be produced by the consultant as hard copy and soft copies (in PDF format, stored in digital media - preferably compact disc) as specified below.

Deliverables submitted by the consultant will be evaluated and approved by a committee comprising of relevant senior executives of the RDA after each submission, in order to proceed for payments.

Milestone	Report Description	Number of Hard Copies and Soft Copies to be submitted
Milestone 1:	Inception Report (should elaborate the status-quo using appropriate tools.)	4 Nos. Hard Copies 1 Nos. Soft Copy
Milestone 2:	Interim Draft Strategy Report	4 Nos. Hard Copies 1 Nos. Soft Copy
Milestone 3:	Draft Final Strategy Report & Workshop to the Stakeholders	4 Nos. Hard Copies 1 Nos. Soft Copy
Milestone 4:	Final Strategy and Implementation Plan (inclusive with the methodology)	6 Nos. Hard Copies 2 Nos. Soft Copy
Milestone 5:	Documents for Strategic Approval	6 Nos. Hard Copies 2 Nos. Soft Copy

Note: Completion of above milestone will be marked by a presentation carried out to the client while submitting deliverable reports as specified. Each presentation shall be submitted as a soft copy to the employer at completion of each milestone. One soft copy and two hard copies submitted to the employer

at completion of Milestone 4 and Milestone 5, will be transmitted to the World Bank Office, in Colombo.

F. Payment Method

Payment will be in Lump-sum and reimbursable contract.

Lump-sum is for consultant's remuneration tied to the successful completion of the following deliverables and reimbursable is for others, such as air ticket, hotel, local transportation, etc.

S/N	Description of Deliverables	Payments	Approval Process
Milestone 1:	Inception Report (should elaborate the status-quo using appropriate tools.)	15% of the total agreed fee	To be approved within two weeks after report submission and presentation to proceed for the due payment in the third week after submission.
Milestone 2:	Interim Draft Strategy Report	20% of the total agreed fee	To be approved within two weeks after report submission and presentation to proceed for the due payment in the third week after submission.
Milestone 3:	Draft Final Strategy Report & Presentation to the Stakeholders	30% of the total agreed fee	To be approved within two weeks after report submission and presentation to

			proceed for the due payment in the third week after submission.
Milestone 4:	Final Strategy and Implementation Plan (inclusive with the methodology)	25% of the total agreed fee	To be approved within two weeks after report submission and presentation to proceed for the due payment in the third week after submission.
Milestone 5:	Documents for Strategic Approval	10% of the total agreed fee	To be approved within two weeks after report submission and presentation to proceed for the due payment in the third week after submission.