

Draft

## Terms of Reference

For a Deputy Project Director – Public Investment Delivery Task Force

### Context

**The Government adopted a voluntarist approach with its public investment plan (PIP) 2017-2020, which foresees a 35% increase in capital spending.** A quantitative and qualitative increase in public investments is indeed needed to support Sri Lanka's transition to an Upper Middle-Income country, in view of (i) the limited contribution of public investments to growth in the past (0.35% GDP over the last five years), (ii) the remaining infrastructure gap constraining private sector development and competitiveness, (iii) the increasing reliance on national resources.

**Sri Lanka offers access to physical infrastructure comparable to emerging market economies but lags far behind in electricity production and logistics.** Despite recent investments, Sri Lanka's Logistical and Trade Performance Index is low (2.7 on a scale of 5), particularly in terms of logistics infrastructure (2.23), placing it at the 89th position among 160 countries (Figure 1).

**This is hampering the achievement of Vision 2025's short term economic objectives** to attract USD 5 bn FDIs per year and double exports to USD 20bn. Likewise, looking at the quality of logistics infrastructure suggests that a strengthened Public Investment Management could increase the value for money and reduce the efficiency gap of public investments (PI). At 3.95 in the infrastructure quality index, Sri Lanka is closer to 85 percent of PI efficiency. The latest World Bank report on competitiveness in South Asia, confirms that infrastructure and logistics remains an important constraint for private sector investment and exports<sup>1</sup>.

**The Government of Sri Lanka has identified and initiated reforms to address these challenges** in public investment management and strengthen their impact. These reforms include: (i) a specific legal and regulatory framework for PIM, with stringent rules for project prioritization, appraisal and vetting, (ii) a more integrated approach to project selection and management through the establishment of a **Public Investment Committee** federating the central departments involved in PIM; (iii) an information system and data base for project preparation, approval and monitoring, linked to the Public Investment Plan and the Integrated Treasury Management Information System (ITMIS), (iv) tools and capacity building to strengthen project preparation and monitoring, including citizens. These reforms and capacity building will be supported by the *Public-Sector Efficiency Program*, financed by the World Bank and the European Union.

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<sup>1</sup> <http://www.worldbank.org/en/region/sar/publication/south-asias-turn-policies-to-boost-competitiveness-and-create-the-next-export-powerhouse>

**While this can improve the flow and project pipeline the implementation gap of the existing project portfolio remains.** Improving the delivery would require a dedicated **implementation strategy and team, focusing on the binding constraints for select large projects, such as** land acquisition and compensation, procurement delays, under-performing contractors, cash rationing and late payments of contractors, supervision cost, contract management, design complexity, material shortage, and expertise shortfall. **This is the objective of the Public Investment Task Force set up under the Ministry of National Policies and Economic Affairs.**

## Objectives

The objective of this assignment is to lead this Public Investment Task Force and provide support to the implementation of the Public Investment Management reforms and the implementation of pre-identified strategic projects.

## Scope of work

The deputy project director will work under the guidance of and report to Mr.K.D.S. Ruwanchandra, Secretary – Ministry of National Policies and Economic Affairs at [secretary@mnpea.gov.lk](mailto:secretary@mnpea.gov.lk) and work closely with the Public Investment Committee, comprised of the core central departments involved in public investment and with the PSEP project director.

He/ She will have the following duties and responsibilities:

1. Lead and organize the Public Investment Task Force, including the 6 senior technical experts, 6 associates as well administrative and support staff;
2. Liaise with and report to the Secretary and with the Public Investment Committee and its members to improve public investment management and project implementation;
3. Liaise with and support specific project directors and teams of the 50 strategic projects identified in order to resolve bottlenecks and improve implementation and impact.
4. Lead the task force's project reviews and assessments (pipeline and portfolio (50max)) and recommendations to improve readiness and performance.
5. Organize with the respective specific project directors, delivery labs aimed at finding practical solutions to turn around underperforming projects. Develop time bound project improvement action plans.
6. Lead the portfolio monitoring and reporting, and support the performance reviews and dialogue.
7. Ensure the task force reporting and communication
8. Provide technical assistance to the PIM legal and regulatory reform, the development of PIM regulations and guidelines for project appraisal and selection, in close coordination with the international adviser and team;
9. Other tasks related to the assignment, as required by the Secretary.

## Qualifications

The Deputy Project Director will be a practitioner with relevant experience in the implementation of a public investment system, with in-depth expertise and practical experience in PIM both from the technical as well as from the political economy perspective.

He/she will have the following qualifications:

- A successfully completed Bachelor's Degree in the relevant field, which is recognized by the University Grants Commission *or* A qualification recognized by the University Grants Commission as an equivalent qualification to the degree in the relevant field *or* An equivalent professional qualification successfully completed from recognized professional institute in the relevant field. A postgraduate diploma would be an advantage.
- least 11 years post qualifying experience at Managerial Level out of which 05 years should be in the Senior Managerial Level in the area of planning, project or infrastructure - management or equivalent
- Experience in managing and motivating similar multi-skilled teams.
- A positive track record of successfully managing and delivering major infrastructure projects.
- English fluency
- Computer literacy

## Schedule

The initial assignment is expected to cover a period of 12 months, renewable, starting in May 2018.