

Draft

Terms of Reference

For a Project Specialist: Monitoring and Evaluation – 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 exports¹.

The Government of Sri Lanka has identified and initiated reforms to address these structural weaknesses 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.

¹ <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.

Objectives

Planning and Monitoring Specialist liaising with PIM committee and project teams will support all matters related to monitoring of the PIM committees' Strategic Plan with a special emphasis on economic analysis and financial monitoring. In addition, the specialist will advise on project implementation and assist the Deputy Project Director with establishing an establish of proper system for planning and monitoring.

Scope of work

The Planning and Monitoring specialist will work under the guidance of and report to the Deputy Project Director and work closely with PIM Committee. While he will focus on providing inputs on developing and reporting on the strategic plan, and in business development activities and project management he will work closely with the Public Investment Delivery team, focused on supporting the implementation of a stock of 50 strategic projects.

He will have the following duties and responsibilities:

1. Develop monitoring reports to track the progress across the 50 strategic projects in achieving the outcomes of the Strategic Plan;
2. Support the development of the Public Investment Plan with the objective to increase its allocative and operational efficiency;
3. Review the economic and financial analysis and expected impact of the selected strategic projects and recommend ways to maximize their efficiency gains and economic impact;
4. Provide advice and support to project teams in the development of monitoring plans for their project design documents;
5. Analyze and record the fiscal risks (explicit and contingent) of the strategic projects and propose ways to mitigate these risks;
6. Assess the economic and financial costs of the current implementation delays;
7. Ensure monitoring guidelines and standards are met;
8. Support the creation of good monitoring practices across 50 project teams by planning and conducting spot audits of monitoring practices by divisions and follow up with feedback and suggestions;
9. Support and contribute to the review and development of the PIM Committees' Plan; including assisting with the coordination of the mid-term review of the Strategic Plan;
10. Keep track of the challenges and issues raised through monitoring reports from the tock of 50 strategic projects to see how this will impact on the ability of the PIM Committee to meet the objectives of its Strategic Plan;

11. Review project design, costing mechanisms, project appraisal reports and feasibility studies
12. Support mid-term evaluations of projects;
13. Support the creation of good monitoring and reporting practices across 50 project teams;
14. Determines training needs and requirements for project analysts and deploy a wide variety of training methods;
15. Provide training and capacity building to project teams;
16. Perform other duties as may be required from time to time.

Qualifications

The Planning and Monitoring specialist will be a practitioner with relevant experience in monitoring systems, performance assessment and project management, with in-depth expertise and practical experience in PIM

He 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* A professional qualification successfully completed from recognized professional institute in the relevant field. A postgraduate qualification would be an added advantage
- At least 10 years of post-qualifying experience at Managerial Level out of which 05 years should be in the Senior Managerial Level A positive track record of providing strategic leadership and technical expertise in investment management projects would be an advantage;
- Expertise and specific experience in, economic and financial analysis techniques. Including experience in appraisal and feasibility studies for infrastructure investments;
- Strong multitasker with exceptional skill in functioning well in a high-pressure work environment;
- Familiarity with spreadsheets and databases is required;
- English fluency

Schedule

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