

Draft

Terms of Reference

For Analysts (6)– 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 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.

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. **This is the objective of the Public Investment Task Force set up under the Ministry of National Policies and Economic Affairs.**

Objectives

The Project Analysts will join the core team of the PIM Task Force to support the monitoring and implementation of the 50 strategic projects selected as well as support the implementation of the PIM reform.

Scope of work

The Project Analyst will work under the guidance of and report to the Deputy Project Director and work closely with the senior experts of the Public Investment Task Force.

He/She will have the following duties and responsibilities:

1. Support the review of project design, implementation and mid-term reviews;
2. Assist in the identification of implementation challenges and potential solutions in the selected projects.
3. Support the design and maintenance of relevant data bases related to implementation of projects.
4. Assist in planning and monitoring of project-related activities and tracking assigned task/project steps/timetables, coordinating with relevant project teams and providing assistance and/or information on project-related matters.
5. Support the economic and financial analysis and cost/ benefit analysis of projects, review their feasibility studies and appraisal documents and support the vetting process;
6. Assist the task force in preparing reports, presentations and any other technical assessments;
7. Produce meeting minutes and other brief write-ups as required with the guidance of the Deputy Project Director;
8. Providing effective management support to Task Force and project teams;
9. Ensuring project implementation plans are created and maintained, deliverables tracked against time and cost, and resource utilization is monitored;
10. Contributes to the flow of communication within the team, by actively participating in team meetings;
11. Perform other duties as may be required from time to time.

Qualifications

The Project Analysts will be a young, bright and highly motivated graduate with some relevant expertise and experience.

He/ She will have the following qualifications:

- A successfully completed Bachelor's Degree in economics or any other related 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
- At least 02 years' experience in economic and financial analysis, project preparation or management;
Or
- Having obtain a certificate of proficiency not below than the National Vocational Qualification Level 6, issued by a Technical/Vocational Training Institute accepted by Tertiary and Vocational Education Commission for a post related to Technical field with At least 07 years' experience in economic and financial analysis and project management.
- Experience in cost benefit analysis of projects is an advantage.
- Strong multitasker with exceptional skill in functioning well in a high-pressure work environment;
- High attention to detail;
- Excellent coordination and organizational skills;
- Knowledge and experience of Microsoft packages, including Project, Power Point, Word and Excel;
- English fluency

Schedule

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