

Draft

## Terms of Reference

For a Project Specialist: Procurement – 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 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.

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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,** thereafter called the Ministry.

## Objectives

The Senior Procurement Specialist will provide guidance and implementation support on procurement matters to the Ministry and to the selected teams of the identified strategic investment projects, seeking guidance on complex projects/issues from NPC.

## Scope of work

The Senior Procurement specialist will work under the guidance of and report to the Deputy Project Director and work closely with PIM Committee. While he/she will identify the procurement bottlenecks in the projects and provide critical procurement support and advice, he/she will work closely with the other colleagues of Public Investment Task Force, focused on supporting the implementation of a stock of 50 strategic projects. He/ she will further support the Ministry in the review of the project pipeline and proposals.

He/she will have the following duties and responsibilities:

1. Provide information and expert technical advice on procurement policies, procedures, systems and standards to project teams to assist them to deliver effective, outcomes-focused procurement activities;
2. Provide implementation support to proactive contract management and cancellation when needed;
3. Support the identification of critical project preparation activities to be funded by the GoSL and/or the WB project preparation fund to improve project readiness;
4. Proactively identify and address procurement risks and bottlenecks and mitigation strategies to meet performance and compliance requirements;
5. Assist in the development and implementation of capability development initiatives to improve procurement outcomes;
6. Working proactively with the Public Investment Committee members and NPD to review project proposals, project readiness and costing and their procurement plans. Advise on procurement plans to achieve project delivery requirements through identification of most effective procurement strategy;
7. Support the development of SOEs specific procurement framework in consultation with NPC and MoF
8. Prepares a range of procurement-related documents and reports;

9. Support the creation of good monitoring and reporting practices on procurement and contract implementation across the strategic project teams;
10. Perform other duties as may be required from time to time.

## Qualifications

The Senior Procurement specialist will be a practitioner with relevant experience in procurement and project management, with in-depth expertise and practical experience in PIM

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* A professional qualification successfully completed from recognized professional institute in the relevant field. A postgraduate diploma is an advantage.
- At least 10 years of post-qualifying experience at Senior Level out of which 05 years should be in the Senior Managerial Level.
- At least 5 years of experience working on public procurement;
- Knowledge of procurement guidelines of development partners (WB, ADB,...) would be an advantage.
- English fluency
- Computer Literacy

## Schedule

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