



# Technical Assistance Report

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Project Number: 48374-001  
Capacity Development Technical Assistance (CDTA)  
December 2014

## Democratic Socialist Republic of Sri Lanka: Improving Project Readiness and Portfolio Management

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Asian Development Bank

## CURRENCY EQUIVALENTS

(as of 9 December 2014)

Currency unit	–	Sri Lanka rupee/s (SLRe/SLRs)
SLRe1.00	=	\$0.0075
\$1.00	=	SLRs133.14

## ABBREVIATIONS

ADB	–	Asian Development Bank
APA	–	audited project accounts
CDRC	–	capacity development resource center
CPRM	–	country portfolio review mission
DPMM	–	Department of Project Management and Monitoring
MOFP	–	Ministry of Finance and Planning
TA	–	technical assistance
TPRM	–	tripartite portfolio review mission

## NOTE

In this report, "\$" refers to US dollars

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## CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

<b>1. Basic Data</b>		<b>Project Number: 48374-001</b>	
<b>Project Name</b>	Improving Project Readiness and Portfolio Management	<b>Department /Division</b>	SARD/SLRM
<b>Country Borrower</b>	Sri Lanka Not Applicable	<b>Executing Agency</b>	Ministry of Finance and Planning
<b>2. Sector</b>		<b>ADB Financing (\$ million)</b>	
✓ Water and other urban infrastructure and services	Urban water supply		0.25
Energy	Energy sector development and institutional reform		0.25
Public sector management	Public administration		0.25
Transport	Transport policies and institutional development		0.25
<b>Total</b>			<b>1.00</b>
<b>3. Strategic Agenda</b>		<b>Climate Change Information</b>	
Inclusive economic growth (IEG)	Pillar 2: Access to economic opportunities, including jobs, made more inclusive	Climate Change impact on the Project	Low
<b>4. Drivers of Change</b>		<b>Gender Equity and Mainstreaming</b>	
Governance and capacity development (GCD)	Client relations, network, and partnership development to partnership driver of change Institutional development Organizational development Public financial governance	No gender elements (NGE)	✓
Knowledge solutions (KNS)	Application and use of new knowledge solutions in key operational areas Knowledge sharing activities Pilot-testing innovation and learning		
<b>5. Poverty Targeting</b>		<b>Location Impact</b>	
Project directly targets poverty	No	Nation-wide	High
<b>6. TA Category:</b>	B		
<b>7. Safeguard Categorization</b>	Not Applicable		
<b>8. Financing</b>			
<b>Modality and Sources</b>		<b>Amount (\$ million)</b>	
<b>ADB</b>		<b>1.00</b>	
Sovereign Capacity development technical assistance: Technical Assistance Special Fund		1.00	
<b>Cofinancing</b>		<b>0.00</b>	
None		0.00	
<b>Counterpart</b>		<b>0.10</b>	
Government		0.10	
<b>Total</b>		<b>1.10</b>	
<b>9. Effective Development Cooperation</b>			
Use of country procurement systems		No	
Use of country public financial management systems		No	

## I. INTRODUCTION

1. Since 1968, the Asian Development Bank (ADB) has provided a cumulative amount of \$6.87 billion in assistance to Sri Lanka (as of 31 October 2014), including sovereign loans, grants, and technical assistance (TA). The active loan portfolio includes 43 sovereign loans for 28 projects with a net loan amount of \$2.3 billion with cumulative contract awards of \$1.2 billion and disbursements of \$0.9 billion. The active grant portfolio includes six grants amounting to \$51.92 million and the active TA portfolio includes 18 projects amounting to \$17.46 million. The transport, urban, water, and energy sectors constitute 75% of the current portfolio. ADB's Sri Lanka Resident Mission has conducted annual tripartite portfolio review missions (TPRMs) and country portfolio review missions (CPRMs) together with the Government of Sri Lanka to improve portfolio performance by identifying systemic and project-specific issues in the portfolio and formulating time-bound action plans to address those problems.

2. These issues have been addressed through portfolio reviews and project-specific TA. However, as some issues still remain unresolved, there is a need for a comprehensive TA project that addresses crosscutting issues with a mechanism to evaluate the effectiveness of capacity development programs. This project is needed to sustain the outcome of these interventions that cut across projects and cover the entire project cycle. The External Resources Department and the Department of Project Management and Monitoring (DPMM) of the Ministry of Finance and Planning (MOFP) have requested on various occasions, including during TPRMs and CPRMs, that ADB conduct capacity development programs to enhance project implementation and management capacity of executing agencies and to improve project readiness at entry. In response, a new TA project was included in ADB's draft country operations business plan, 2015 - 2017.<sup>1</sup> Following a discussion with the External Resources Department, a consensus was reached on the purpose, scope, implementation arrangements, costs, financing arrangements, and terms of reference for consultants of the TA. The design and monitoring framework is in Appendix 1.<sup>2</sup>

## II. ISSUES

3. From 2009 to 2013, there has been an improvement in the portfolio performance with an annual average of \$280 million in contract awards and \$307 million in disbursements. However, some unresolved matters need to be addressed.

4. Delays have been experienced in awarding the first contract after loan approval for the Greater Colombo Wastewater Management Project (22 months) and the Jaffna and Kilinochchi Water Supply and Sanitation Project (15 months),<sup>3</sup> mainly because of the lack of project readiness to meet ADB requirements governing procurement, selection of consultants, disbursement, and safeguard requirements. The performance of the transport sector is comparatively better as on average it has taken 8 months or less for active loans to award the first contract after loan approval and there is an enhanced focus on completing the detailed engineering designs and land acquisition requirements prior to contract awards.

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<sup>1</sup> The Draft Country Operations Business Plan 2015 - 2017 will be circulated in January 2015.

<sup>2</sup> The TA first appeared in the business opportunities section of ADB's website on 4 November 2014.

<sup>3</sup> ADB. 2009. *Report and Recommendation of the President to the Board of Directors: Proposed Loans to the Democratic Socialist Republic of Sri Lanka for the Greater Colombo Wastewater Management Project*. Manila; and ADB. 2010. *Report and Recommendation of the President to the Board of Directors: Proposed Loans and Technical Assistance Grant to the Democratic Socialist Republic of Sri Lanka for the Jaffna and Kilinochchi Water Supply and Sanitation Project*. Manila.

5. The time taken to reach 20% in disbursements from loan approval for active loans as of 31 December 2013 was 30.5 months for Sri Lanka (compared to 28 months for India). Therefore, project readiness at approval will need to be improved by emphasizing the completion of (i) the detailed engineering design, (ii) the bidding process at least up to evaluation stage for engagement of supervision consultants and contractors, (iii) the necessary actions to ensure safeguard readiness, and (iv) all other government approvals and clearances related to funding and institutional arrangements.

6. Some projects in the portfolio may face complex challenges that need complete restructuring and reformulation during project implementation. This may be due to high cost overruns or fundamental assumptions that no longer hold true (e.g., the designated water source may no longer be available during project implementation for a water supply project). The TA will provide specialized inputs and skills as most of the executing and implementing agencies lack the capacity to address these complex challenges when a project needs rapid restructuring.

7. Weak project implementation and management capacity of executing and implementing agencies has been a continuous challenge for improved portfolio performance. Agency staff members take a minimum of 1 year to familiarize themselves with the project and ADB guidelines. Strengthening capacities in improving procurement, project management, contract management, and financial management are imperative to improve portfolio performance in Sri Lanka. Number of days from the invitation for bids to the awarding of civil works contracts in 2013 averaged 118 days for national competitive bidding and 266 days for international competitive bidding, compared to the required time of 107 days for national competitive bidding and 165 days for international competitive bidding. In 2013, 28% of the withdrawal applications were referred back to the executing agencies because they were incomplete.

8. Inadequate capacity of executing agency staff in project performance monitoring and evaluation was noted in all TPRMs. Not having a proper monitoring system results in ad hoc reporting and limited capacity to respond to emerging implementation issues. DPMM is mandated to undertake overall monitoring and evaluation of the entire Sri Lanka portfolio. However, it needs continuous support to enhance skills and competencies of staff and upgrade its information technology. The TA will provide necessary technical support to address these issues.

9. Resettlement and land acquisition are complex issues that often cause significant delays. Advance action is encouraged for future projects to ensure that required land is handed over to the contractor immediately after the contract is awarded, before the start of any civil works. Through TA support, these readiness filters will be strengthened to ensure early action on land acquisition and resettlement activities and compliance with ADB's Safeguard Policy Statement (2009). This will be further promoted through knowledge sharing on best practices and innovations across sectors. The present arrangements for TPRMs do not facilitate knowledge sharing as individual projects are reviewed with the relevant executing and implementing agencies only. Therefore, the TA will be designed to facilitate knowledge sharing events combined with portfolio review meetings as practiced in India to ensure learning across sectors.

10. The content of audited project accounts (APAs) has significantly improved since 2009; however, delays were encountered in the submission of APAs and audited financial statements. During 2013, 27 APAs were due for submission and no report was received by the due date. The delay in the submission of financial statements from the project management units to the Auditor General's Department is a major issue (4.92 months compared to 3 months standard).

The financial management staff member assigned to PMUs require adequate training and support to comply with the fiduciary requirements associated with the projects.

11. The need to systematically address challenges in the portfolio are further emphasized in the Midterm Review of Strategy 2020, approved on 23 April 2014, which includes streamlining business processes to strengthen ADB's development effectiveness and delivering value for money.<sup>4</sup> The review calls for adoption of realistic project implementation schedules using project readiness filters, and to reduce delays in project implementation and minimize transactions costs for clients. While ADB is streamlining its business processes, it will only achieve its intended objective if, at the same time, the executing and implementing agencies are also strengthened, and this will be addressed by the TA.

### III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

#### A. Impact and Outcome

12. The impact will be enhanced operational effectiveness of ADB projects in Sri Lanka. The outcome will be improved portfolio performance in Sri Lanka.

#### B. Methodology and Key Activities

13. The TA will have three outputs.

14. **Output 1: Project implementation and management capacity of executing agency and implementing agency staff strengthened.** Through a series of training programs, hands-on support measures, and knowledge sharing initiatives the TA will lead to improved implementation results, including the highest level of readiness during the key stages of implementation. The focus will be on enhancing procurement capacity and contract management, fiduciary requirements and safeguard processes, and monitoring. Since efficient and effective procurement is closely linked with having sound financial management arrangements in place, including accounting, financial reporting, and internal controls, the TA scope will include support to participating agencies and supporting central agencies such as the Ministry of Finance and supreme audit institutions, where relevant. A capacity development resource center (CDRC), in close coordination with ADB's South Asia Department, will be established. It will be housed within ADB's Sri Lanka Resident Mission. A survey will be undertaken initially to identify the capacity development needs prior to commencement of training activities. Key national academic institutions will be identified to conduct training programs, and the institutions will charge executing agencies fees for these training programs. ADB, in consultation with the MOFP, will encourage executing agencies to pay a portion of these fees from the training allocations under their loans, as this will improve the long-term sustainability of the capacity building programs. A 3-year capacity development program will be developed and updated annually.

15. **Output 2: Project and portfolio monitoring capacity of executing agency, implementing agency, and the Ministry of Finance and Planning strengthened.** In addition to regular TPRMs and CPRMs, a series of workshops and on-site trainings will be organized to streamline the current monitoring framework within the DPMM. A web-based monitoring system will be developed for implementing and executing agencies to track the progress and

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<sup>4</sup> ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

performance of ADB assisted projects in Sri Lanka. Other knowledge sharing and information-technology-related initiatives will also be supported to facilitate capacity building.

16. **Output 3: Project readiness and performance improved.** The TA will assist in supporting selected executing agencies, implementing agencies, and project management units, especially in the water supply and energy sectors, to complete detailed designs, advance action for procurement, and safeguard requirements through providing necessary technical support to avoid initial start-up delays. The TA inputs will also be utilized to address issues facing underperforming projects and projects requiring reformulation or additional financing as the need may arise. Inputs will be deployed promptly to resolve such matters, and resources will be utilized as needed to complete ADB requirements, including updating design and implementation documents. Therefore, the TA will act as a rapid response facility to restructure at-risk projects and potential problematic projects to enhance portfolio performance.

### C. Cost and Financing

17. The TA is estimated to cost \$1,100,000, of which \$1,000,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (\$500,000 from TASF-V and \$500,000 from TASF-other sources). The government will provide counterpart support in the form of office space, counterpart staff, facilities, and other in-kind contributions. The cost estimates and financing plan are in Appendix 2.

### D. Implementation Arrangements

18. The Executing Agency for this TA will be the Ministry of Finance and Planning. The TA will be executed in coordination with the Sri Lanka Resident Mission of ADB's South Asia Department. A CDRC will be established in the resident mission, and training programs will be organized and implemented through it. The TA will commence in December 2014 and be completed in December 2018.

19. The beneficiaries of the TA will be the Ministry of Finance and Planning; Department of Project Management and Monitoring; National Water Supply and Drainage Board; Ceylon Electricity Board; Road Development Authority; Ministry of Education; Ministry of Youth Affairs and Skills Development; Ministry of Highways, Ports and Shipping; Ministry of Local Government and Provincial Council; Ministry of Defense and Urban Development; Ministry of Power and Energy; and Ministry of Irrigation and Water Resource Management. Individual consultants and/or a firm will be engaged by ADB in accordance with its Guidelines on the Use of Consultants (2013, as amended from time to time) and implemented over 24 months. The outline terms of reference for consultants are in Appendix 3. The TA will be implemented in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). Equipment will be procured for TA implementation in accordance with ADB's Procurement Guidelines (2013, as amended from time to time). Upon TA completion, the assets will be turned over to relevant government agencies.

20. The TA will require about 15 person-months of international consulting services and 44 person-months of national consulting services to cover the TA outputs. The team of experts will be recruited on an intermittent basis and will initially comprise a capacity development consultant, procurement specialist, environment specialist, social safeguard specialist, desalination expert, legal and governance specialist, financial management specialist, project performance monitoring specialist, and information system development expert. The resource



persons and any additional experts required to undertake the capacity development activities will be identified following the detailed needs assessment.

21. A review of the TA will be undertaken after 6 months of implementation to assess the progress, fine-tune the outputs, and make necessary adjustments, if any, to the key activities and implementation arrangements. Impact assessments of the training programs conducted for individuals will be undertaken annually. Good practices and lessons will be disseminated through seminars in ADB, a national workshop, knowledge products, and outputs available on the ADB website, as applicable.

22. An annual capacity development report will be prepared to document the improvement in the portfolio, the training programs conducted, feedback from participants, best practices, and sector and thematic knowledge. The report will be published and disseminated to all stakeholders.

#### **IV. THE PRESIDENT'S DECISION**

23. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$1,000,000 on a grant basis to the Government of Sri Lanka for Improving Project Readiness and Portfolio Management, and hereby reports this action to the Board.

## DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<b>Impact</b> Enhanced operational effectiveness of ADB projects in Sri Lanka	By end of 2020: At least 90% of ongoing projects in Sri Lanka are on track (2013 baseline: 80%)	ADB eOperations data	<b>Risk</b> Executing agencies do not provide sufficient resources for effective monitoring and evaluation processes
<b>Outcome</b> Improved portfolio performance of Sri Lanka	By end of 2018: Disbursement ratio increased to 25% by 2017 (2013 baseline: 20%) Contract awards ratio increased to 25% by 2017 (2013 baseline: 20%)	ADB eOperations data ADB operations dashboard ADB annual portfolio performance review	<b>Risk</b> Weak executing agency commitment in achieving portfolio results
<b>Outputs:</b> 1. Project implementation and management capacity of executing agency and implementing agency staff strengthened	By end of 2018 (for all indicators): At least 50 training programs conducted At least 300 government staff trained on ADB procurement, safeguards, financial management, and governance standards Support for six TPRMs and three CPRMs	For all indicators: Consultants' progress and final reports  TPRM and CPRM reports	<b>Assumption</b> There will be no major turnover of trained staff.
2. Project and portfolio monitoring capacity of executing agency, implementing agency, and the MOFP strengthened	By end of 2018 (for all indicators): At least 20 training programs conducted At least 200 government staff trained on PPMS Information technology tool for project and portfolio management is distributed	Consultants' progress and final reports	<b>Assumption</b> There will be no major turnover of trained staff.
3. Project readiness and performance improved	By end of 2018: On the ongoing loan portfolio the average time to award the first contract from the loan approval is less than 4 months (2013 baseline: 9.3 months)	Operations Services and Financial Management Department data	<b>Assumption</b> Executing agencies proactively support all readiness requirements, including safeguard monitoring processes.
<b>Activities with Milestones</b>			<b>Inputs</b>
<b>Output 1: Project implementation and management capacity of executing agency and implementing agency staff strengthened</b> 1.1 Consultants are in place by Q1 2015 1.2 Undertake the capacity development needs assessment by Q1 2015 1.3 Finalize the training plan and training calendar by Q2 2015 1.4 Establish information technology platform for managing training programs by Q2 2015 1.5 Organize and implement the training development programs during Q2 2015–Q4 2017 1.6 Evaluate the impact of training programs in July 2016 and September 2018 1.7 Review and finalize consultant's report on best practices, for dissemination by July 2016 and September 2018			<b>ADB \$1,000,000</b> <b>Technical Assistance</b> <b>Special Fund (\$0.5 million TASF-V and \$0.5 million TASF-other sources)</b> Note: The government will provide counterpart support in the form of office space, counterpart staff, facilities, and other in-kind contributions.

Activities with Milestones	Inputs
<p><b>Output 2: Project and portfolio monitoring capacity of executing agency, implementing agency, and the MOFP strengthened</b></p> <p>2.1 Consultants are in place by Q1 2015</p> <p>2.2 Undertake the project and portfolio management needs assessment by Q1 2015</p> <p>2.3 Develop, review, and adopt tool for project and portfolio monitoring by December 2015</p> <p>2.4 Establish information platform for portfolio management and project monitoring by December 2015</p> <p>2.5 Organize and implement training development programs during Q2 2015–Q4 2018</p> <p><b>Output 3: Project readiness and performance improved</b></p> <p>3.1 Review readiness status of all ongoing projects initiated by 15 January 2015</p> <p>3.2. Identify key projects for possible restructuring and/or reformulation by June 2015</p> <p>3.3 Consultants are in place by Q1 2015</p> <p>3.4 Implement assistance for restructuring programs commencing from March 2015</p>	

ADB = Asian Development Bank, CPRM = country portfolio review mission, MOFP = Ministry of Finance and Planning, PPMS = project performance monitoring system, Q = quarter, TA = technical assistance, TPRM = tripartite portfolio review mission.

Source: Asian Development Bank.

**COST ESTIMATES AND FINANCING PLAN**

(\$'000)

<b>Item</b>	<b>Amount</b>
<b>Asian Development Bank<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	245.0
ii. National consultants	130.0
b. International and local travel	40.0
c. Reports and communications	25.0
2. Equipment <sup>b</sup>	30.0
3. Training, seminars, and conferences	
a. Facilitators	20.0
b. Training programs and workshops, and seminars	375.0
4. Surveys <sup>c</sup>	30.0
5. Miscellaneous administration and support costs	20.0
6. Contingencies	85.0
<b>Total</b>	<b>1,000.0</b>

Note: The technical assistance (TA) is estimated to cost \$1,100,000, of which contributions from the Asian Development Bank are presented in the table above. The government will provide counterpart support in the form of office space, counterpart staff, facilities, and other in-kind contributions. The value of government contribution is estimated to account for 10% of the total TA cost.

<sup>a</sup> Financed by the Asian Development Bank's Technical Assistance Special Fund (\$500,000 from TASF-V and \$500,000 from TASF-other sources).

<sup>b</sup> Includes computers, printers, and licensed software.

<sup>c</sup> Includes needs assessment and impact assessment surveys.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. All consultants will be recruited in accordance with the Asian Development Bank (ADB) Guidelines on the Use of Consultants (2013, as amended from time to time).

2. The technical assistance will require about 15 person-months of international consulting services and 44 person-months of national consulting services. The terms of reference and inputs will be further developed based on the requirements of the project processing and implementation.

### **A. Capacity Development Consultant** (national, 14 person-months, intermittent)

3. The consultant should possess a master's degree in business, economics, public administration, engineering, or any other development-related field; a minimum of 8 years of professional experience in project management, which includes at least 5 years on capacity development; and broad experience in the management of people and systems in high-pressure environments. The consultant is expected to facilitate capacity development of implementing and executing agencies using the activities and milestones set out by ADB. The consultant will

- (i) undertake a needs assessment, including identifying trainers from among private and public sector institutions, individuals, and, where required, course providers;
- (ii) formulate a 3-year capacity development program and advice on structuring, delivery, and evaluation of training programs;
- (iii) coordinate, supervise, monitor, and manage all international and national consultants;
- (iv) develop proposals and options for effective structuring of capacity development programs and establishment of a capacity development resource center;
- (v) conduct and manage pilot training sessions on the use of tools, guidelines, and manuals; this should cover relevant agencies or knowledge areas;
- (vi) review and finalize the training manuals and other reports;
- (vii) submit a report at the end of each assignment and a final report after conclusion of the consultancy containing feedback from participants, findings, and suggestions for further improving the program;
- (viii) provide technical guidance and operational support to the relevant agencies to enhance performance and quality assurance, share knowledge, and build capacity;
- (ix) undertake an evaluation on the training provided for executing agency and implementing agency staff; and
- (x) assess and document the lesson learned and future follow-up actions for enhancing the impact of the capacity development program.

### **B. Procurement Specialist** (national, 4 person-months, intermittent)

4. The specialist will be engaged to conduct capacity development programs on ADB's procurement and consultant selection procedures for government staff implementing ADB-funded projects in Sri Lanka. The consultant should have at least 10–15 years' experience in ADB procurement in both processing and project implementation stages and will

- (i) review procurement-related documents of selected projects which are particularly at risk in procurement;
- (ii) provide mentoring support to executing agencies to provide support during the bidding process;

- (iii) assist in preparation of bidding documents and bid evaluation reports, leading to timely awarding of contracts;
- (iv) conduct project management and procurement clinics and on-the-job training in response to demand, and document best practices in procurement;
- (v) assist in preparation of specific bidding documents for projects in the pipeline to improve project readiness; and
- (vi) provide help desk support focused on troubleshooting in areas such as procurement and contract management.

**C. Environment Specialists** (international and national, 4 person-months each, intermittent)

5. The specialists should have a postgraduate degree in natural, physical, and/or environmental sciences and should have at least 10–15 years' experience in preparing environmental impact assessments and initial environmental examinations in line with ADB's environmental safeguards policy. The specialists must have a working knowledge of national policy and legislation on the environment in order to provide a substantial equivalence analysis between sovereign laws and ADB's Safeguard Policy Statement (2009) and equip project staff accordingly. When necessary, the environment specialists will be engaged to

- (i) deliver capacity development programs on ADB environmental safeguards, including principles and requirements for environmental assessment and planning, and monitoring and reporting during project implementation in line with ADB's Safeguard Policy Statement;
- (ii) build the understanding within implementing and executing agencies of the specific environmental safeguards requirements for ADB-funded projects, including multitranches financing facilities, sector loans, financial intermediaries, and results-based loans;
- (iii) develop sector-specific training programs for line agencies, with case studies and lessons from implementation of past and ongoing projects;
- (iv) prepare a community participation framework from the perspective of environmental safeguard and in carrying out environmental due diligence related to safeguards; and
- (v) assist project management units to monitor the environmental management plans through field visits and in preparing semiannual monitoring reports.

**D. Social Safeguards Specialist** (national, 4 person-months, intermittent)

6. The specialist should possess a master's degree in sociology or relevant field together with a minimum of 8 years of experience in this field. The specialist must have a working knowledge of national policy and legislation on land acquisition, resettlement, and indigenous peoples in order to provide a substantial equivalence analysis between sovereign laws and ADB's Safeguard Policy Statement. The consultant will

- (i) conduct capacity development programs on ADB's social safeguards policy;
- (ii) assist implementing and executing agencies to prepare a community participation framework from the perspective of social safeguard, and in carrying out social-safeguard-related due diligence for project interventions as required under ADB's social safeguard requirements in the Safeguards Policy Statement; and
- (iii) assist project management units to monitor the resettlement monitoring framework through field visits.

**E. Desalination Expert** (international, 7 person-months, intermittent)

7. The expert will be recruited to restructure and improve the project readiness of the proposed additional financing loan for the Jaffna Kilionochchi Water Supply Project. The expert should have at least 10 years of experience in feasibility, construction, and operation of desalination plants, and a bachelor's degree and master's degree in engineering. The proposed scope of work includes assisting the National Water Supply and Drainage Board to

- (i) prepare prequalification documents for a desalination plant;
- (ii) review proposals for prequalification and short-listing of potential turnkey contractors;
- (iii) develop bidding documents for the turnkey contract;
- (iv) review proposals and selection of the turnkey contractor;
- (v) support with negotiations of contract for turnkey engineering, construction, and operation services; and
- (vi) assist in contract supervision.

**F. Legal and Governance Specialist** (international, 4 person-months, intermittent)

8. The specialist should have a minimum of 8 years' experience with ADB processes and Sri Lankan legal, institutional, and administrative frameworks, and exposure to legal and governance issues in development projects. The specialist will

- (i) assist ADB and the executing agency in providing legal and governance input in project design;
- (ii) conduct institutional and governance assessments of executing agencies within ADB's Second Governance and Anticorruption Action Plan;
- (iii) coordinate with the government in expediting the obtaining of legal opinions for financing agreements; and
- (iv) provide training and advice on legal and governance aspects relating to procurement, contract and project management, financial management, and anticorruption.

**G. Financial Management Specialist** (national, 4 person-months, intermittent)

9. The specialist is required to have financial assurance experience, which would include relevant prior ADB and/or other multilateral development bank experience. The specialist should have at least 5 years of relevant experience, and have a master's degree or equivalent in finance or a relevant professional qualification (e.g., chartered accountant, certified public accountant, Chartered Institute of Management Accountants), and have a good understanding of public financial management and international best practices in accounting and auditing. The specialist will

- (i) undertake a capacity development program for executing and implementing agency staff on financial reporting, accountancy, and ADB disbursement guidelines;
- (ii) expedite the submission of withdrawal applications and provide guidance in preparing proper withdrawal applications, which will lead to a reduction of the number of return withdrawal applications from ADB; and
- (iii) undertake financial management assessment, project financial evaluation, and financial analysis in line with ADB's financial management guidelines to improve project readiness; this includes enhancing project financial reporting and auditing, and building Auditor General Department capacity in these areas.

**H. Project Performance Monitoring Specialist** (national, 4 person-months, intermittent)

10. The specialist preferably should have a bachelor's degree and postgraduate qualifications with 15 years of experience in project evaluation and monitoring including experience in preparing a project performance monitoring system (PPMS) for ADB-funded projects. The specialist will be engaged to work with the executing agencies of each ongoing and new project to provide guidance in the initial setting up of the PPMS. The specialist will

- (i) visit executing agency offices of each ongoing project and assess the existing capacity for project monitoring and evaluation, and provide recommendations to improve staffing and equipment;
- (ii) with the monitoring staff at each project, introduce the PPMS concept as used in the ADB context, while making parallels with terms used by other agencies which include results-based management and results-based monitoring and evaluation;
- (iii) assist staff in identifying essential elements of the monitoring and evaluation database that should be maintained for the project, and advise staff on the day-to-day logistical management of a monitoring system; and
- (iv) guide staff in the initial setting up of an effective PPMS and transfer know-how on the procedure of developing and periodic updating of the PPMS for the project and the manner of using it for evidence-based decision making.

**I. Information System Development Expert** (national, 5 person-months, intermittent)

11. The expert should be familiar with advanced management information system development. The expert should have an engineering degree in information technology or computer science or equivalent degree with at least 5 years of specific experience related to management information systems, and 10 years of general experience. The expert will

- (i) assist in integrating project monitoring efforts of the Department of Project Management and Monitoring together with the project management units for effective monitoring and evaluation;
- (ii) review the existing project monitoring system and recommend strategies to link with the PPMS for projects;
- (iii) establish a web-based training development program ;
- (iv) conduct user trainings;
- (v) prepare an operations manual;
- (vi) provide help desk support to users for at least 3 years from completion; and
- (vii) provide inputs to the inception, interim, final, and progress reports on needs assessment related to management information system, and capacity development trainings.

**J. Resource Persons** (as needed, total of 5 person-months)

12. Resource persons (procurement specialists, project management experts, and/or staff of government implementing and executing agency) will be engaged to review documents and be speakers, facilitators, or discussants in related workshops, seminars, or conference.