



Tonga's infrastructure planning process – evolution, lessons learned and next steps

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Role & History of NIIP Process in Tonga

- **Prioritizing large infrastructure projects helps:**

- a) make better use of limited time and resources
- b) focus on areas of greater need

- **Seek to apply objective and reliable criteria**

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- **Government observed the need for government driven and to strengthen M&E processes**



Lessons and solutions from the review of NIIP in Tonga

➤ Lesson 1: Sectors covered by NIIP in Tonga:

- *national infrastructure plans needs to move beyond the initial limited focus on Transport and Utilities Infrastructure*
- *providing a comprehensive coverage of all large infrastructure that is managed through the government budget*

➤ Lesson 2: Positioning the NIIP in the Tongan planning system:

- *NIIP 3 now covers about 29 sectors squarely placed in its position as a cross-cutting plan for hard infrastructure.*
- *the NIIP has the role to build understanding of improved infrastructure planning and management into sector plans. It does not 'own' the sector projects*

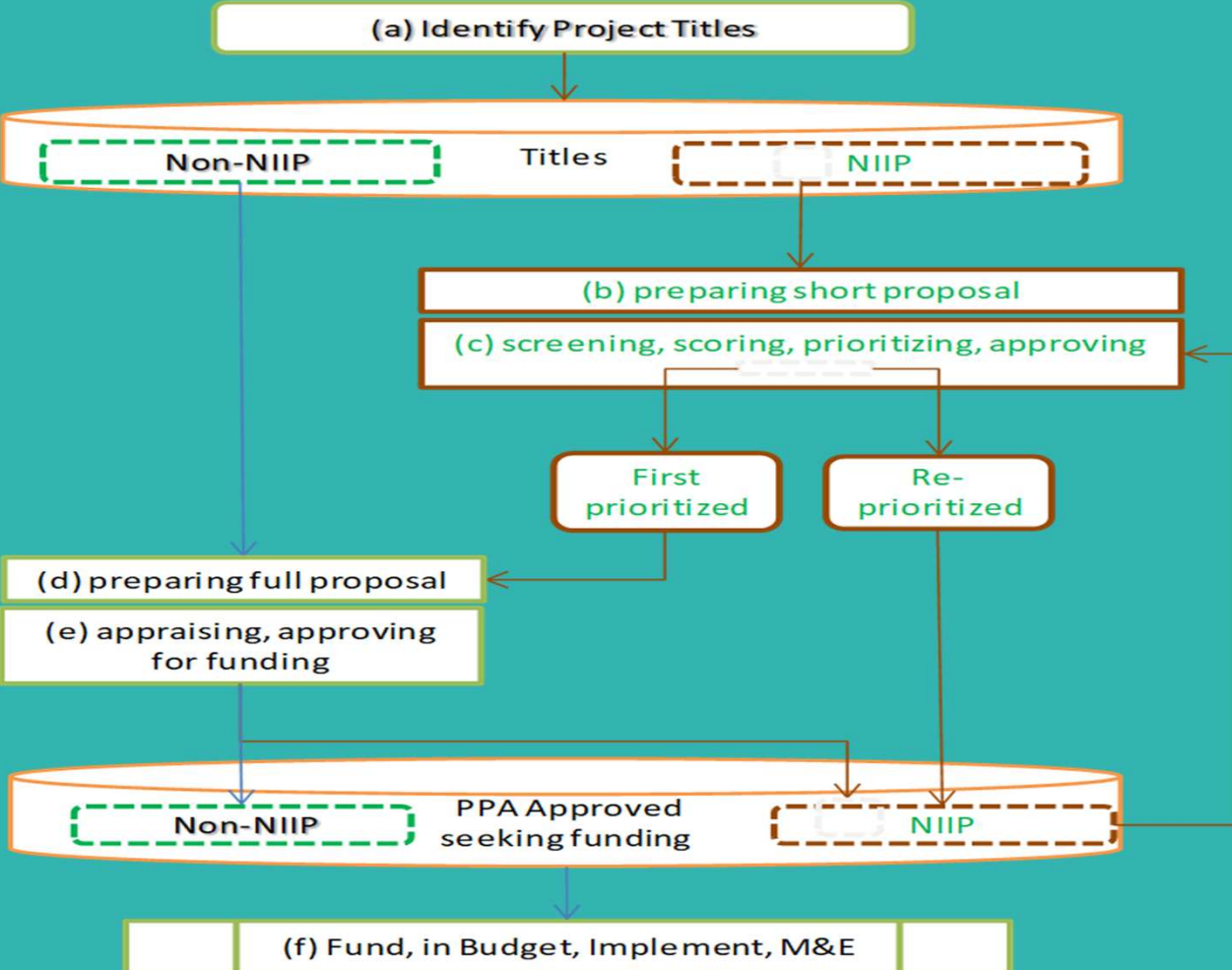
➤ Lesson 3: Identifying NIIP projects in the Tongan planning system

➤ Lesson 4: Positioning NIIP prioritization in the Tongan project cycle:

- *project cycle covers the whole process from identification, to formulation, appraisal, approval, funding and implementation with appropriate M&E at each stage*
- *All projects in Tonga are required to go through this cycle. A simple version of the project cycle in Tonga, with prioritization, is shown in Figure 2 2*



The Tongan Project Cycle-with NIIP Prioritization Mainstreamed



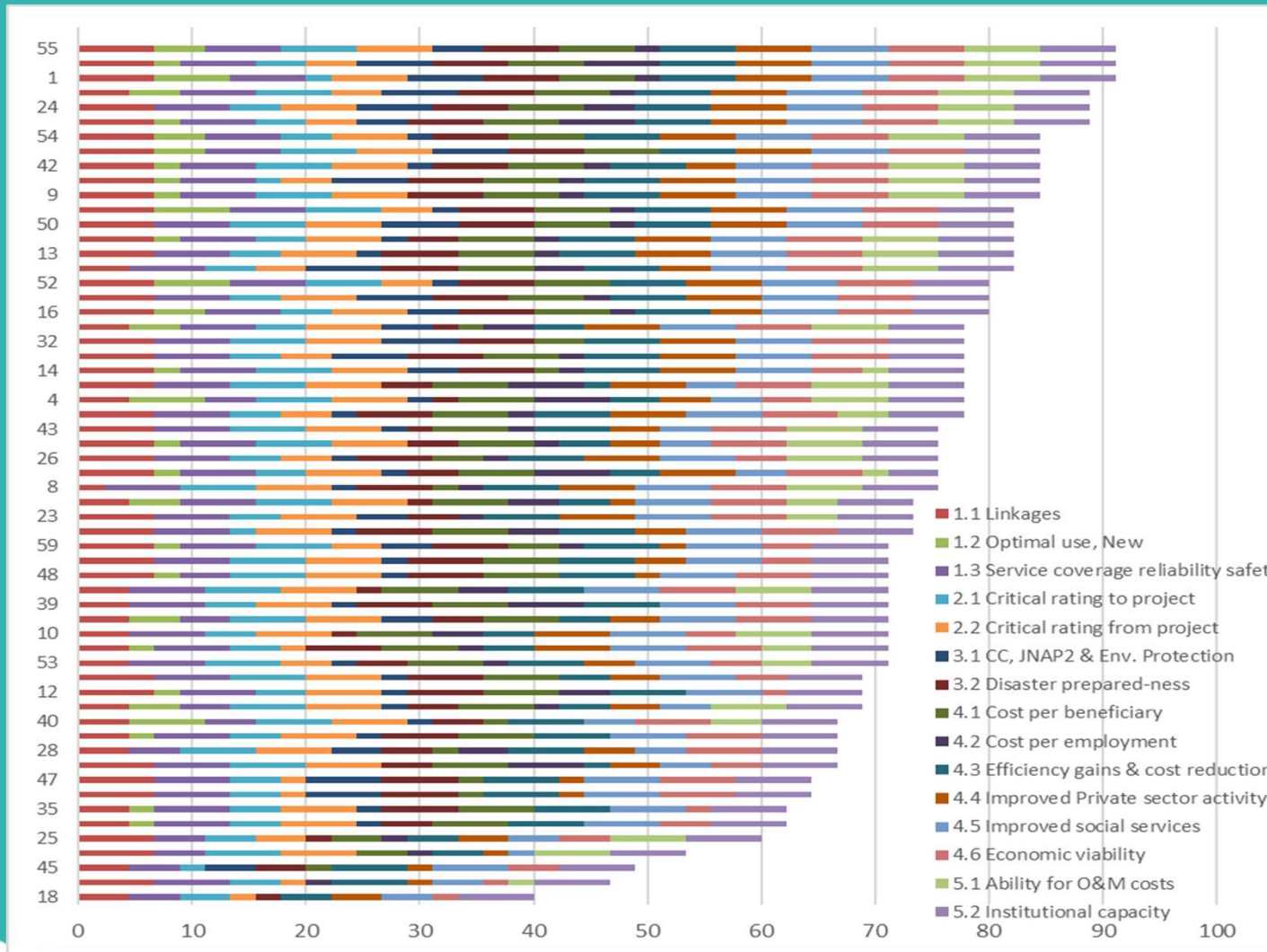
Lessons Learned continued....

- **Lesson 5: MCA prioritization methodology for Tonga:** Project screening using the Project Proposal Application to ensure:
 - *that they meet minimum standards: consistent with Government policy (TSDF and other plans); are adequately completed; have consulted with other key planning and related regulators; face no risks significant enough to cancel the project; and contain a completed MCA.*
 - *Submissions not passing any of these screening steps are returned to the MDA/PE for reconsideration. Those passing are then subject to NPD for scoring and ranking via the MCA*

- **Lesson 6: From “MCA-priority list” to “Government-priority list”**
 - *MCA-priority list is submitted (with any notes) by NPD to the NIIP-TWC/TC for cross government consultation and consideration.*
 - *MCA-priority list to become the Government-priority list for endorsement by PAD-CC to Cabinet, with the reasoning for any adjustments between the two.*

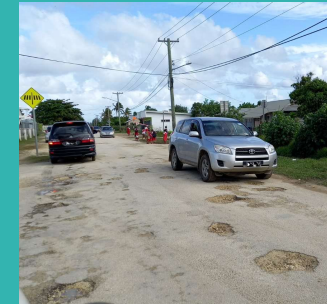


For example: MCA project list ranking by criteria scores and project number



Lessons Learned continued....

- **Lesson 7: Content of the NIIP in the Tongan planning system:**
 - *review overall progress with infrastructure development and key cross-sector issues*
 - *review the policy framework supporting infrastructure and emphasizing the importance of linking to other key cross cutting plans,*
 - *highlighting and supporting the role of infrastructure related planning and management tools, e.g. standard infrastructure service KPIs, asset registers, maintenance schedules etc. to help inform sector planning*
 - *compilation of all NIIP projects from all existing planning and policy documents and decisions*
- **Lesson 8: building NIIP M&E into planning and project M&E process**



Enhancements made and tested

- Active staff participation and leadership
- NIIP projects = hard infrastructure, TOP\$1m & above
- Prioritization mainstreamed early in project cycle, before full funding proposal to PAD-CC for funding approval



- Project Proposal Application (PPA) modified, with MCA, link to resilience\CC, risk\hazards, spatial planning etc – consistent with TSDF



Roadmap for taking infrastructure planning forward

- Establish a sub-working group of NIPP-TWC
- Key follow up actions:
 - a. in consultation with PSC, ensure staff responsible for projects and planning have this clearly set out in the JDs, and are required to participate in regular training related to these skills
 - b. ensure other relevant guidance is updated to capture this modified project cycle and the enhanced documentation – for example how the CPs and Ars can support the NIIP process
 - c. MDAs use the Government NIIP priority list to guide PPA preparation for funding, and MoF use the list to seek funding
 - d. NIIP report share with Development Partners and invite them to use it in their development programming with Tonga
- Next MCA-prioritization





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