Pacific Region Infrastructure Facility

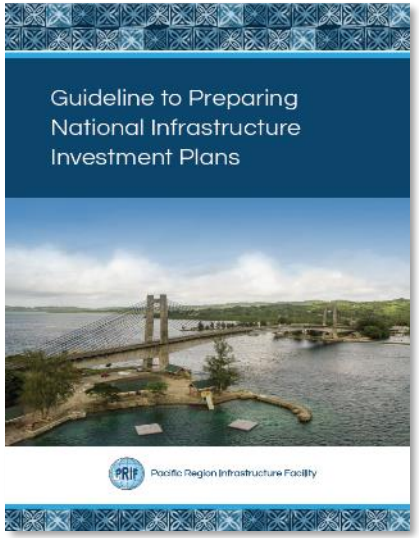
National Infrastructure Investment Planning (NIIP) Program

Overview of the **Capacity Development Plan**

Community of Practice Event

22 November 2023

CONTEXT



The delivery of PRIF's **National Infrastructure Investment Plans** has evolved in the past 12 years. With NIIPs established in all PRIF member countries, we are now moving the focus toward embedding **sustainable change** in the way governments **screen, prioritize and develop** infrastructure investment projects.

Objectives of this Session

1. Recap on NIIP core enhancement elements using a case study from Samoa

2. Present achievements and insights from our recent NIIP Symposium

3. Introduce the CDP and draft set of capacity building initiatives

1

Developing a NIIP
Samoa Case Example

Talatalaga
MATA'U MATAFEO
Samoa National Consultant

Samoa **Public Sector Investment Plan** - Objectives

Strengthen **Samoa's Public Sector Investment Planning** processes, procedures, and methodologies to:

- Strengthen alignment with the **PDS** development objectives.
- Support a **longer-term** budget planning horizon.
- Strengthen the **transparency and efficiency** of the investment decision making framework
- Better coordinate and align projects with **Development Partners**.
- Develop a consolidated database and publish a **list of investment projects** annually (funded and unfunded opportunities) in the **PSIP**.

PSIP project accomplishments

1. Engaged with over 25 entities to compile a database of all funded and pipeline capital development projects
2. Piloted enhancements to early-stage planning process.
3. Implemented an MCA framework using strategic criteria from the **Pathway for Development of Samoa** (PDS).
4. Conducted workshops to gather project information and socialise key elements.
5. Draft PSIP report for publication.

The PSIP covers Capital Development Projects **> $100,000**

Project Type	Description
New Constrn.	Build new capital construction
Upgrade	Upgrade or improve existing capacity of expand extent
Renewal	Refurbish or replace existing (like with like)
Purchase	Capital purchase of plant/equipment/machinery
Subsidy	Subsidy or grant for a public service (e.g. education) or private good (e.g. energy, food, etc).
Tech. Advisory	Research, policy recommendations, legislative support, or other general (non-infrastructure) consulting
Development	Training or other capacity building activities designed to improve the capacity of the public service.
Maintenance	Routine maintenance*

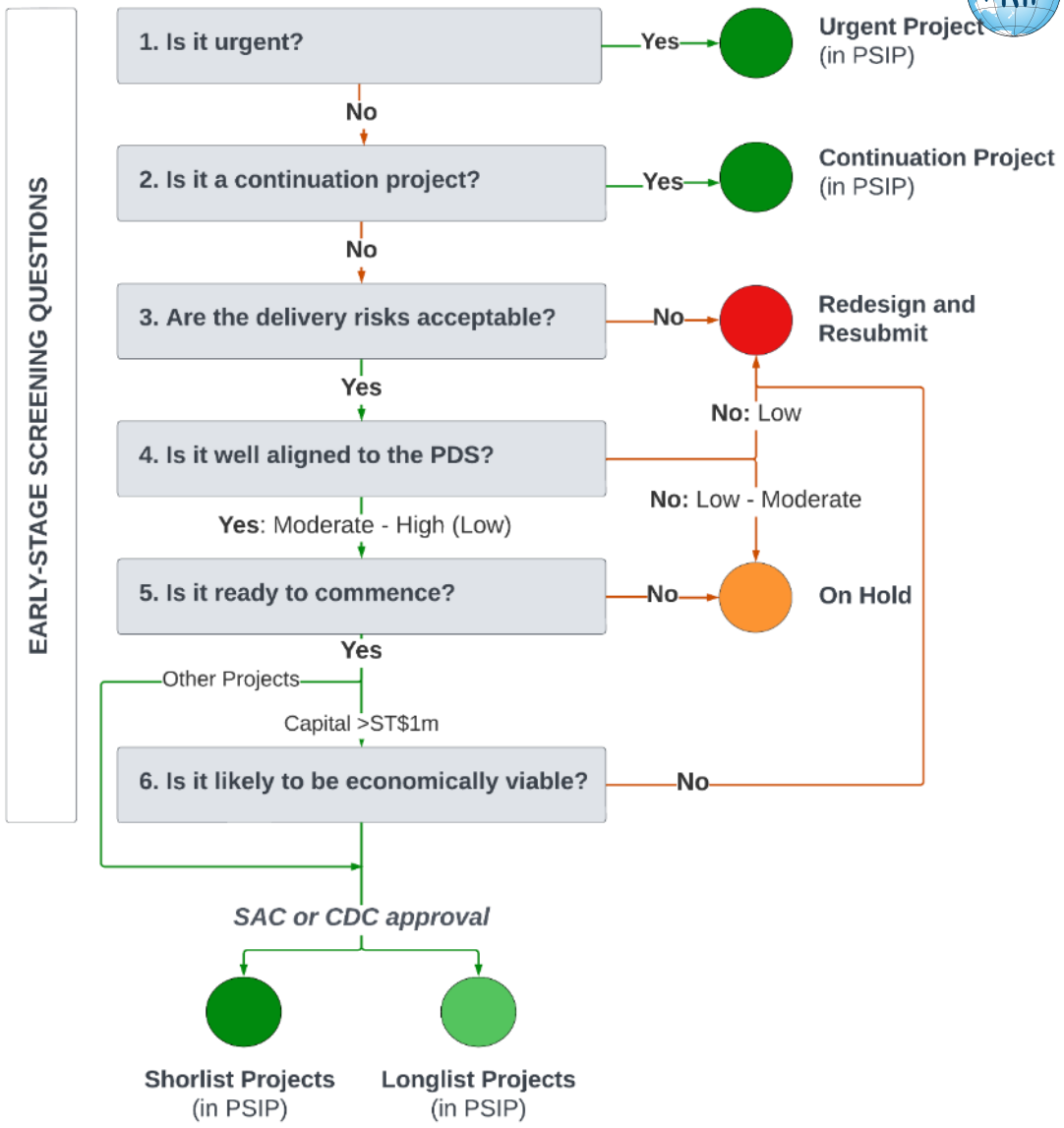
New guidelines for investment project screening

Project value	Approved to seek funding by…	PSIP database
< ST$100,000	M&A CEO	Not included
> ST$100,000 < ST$1m	Sector Advisory Committees	Future screening by SAC
> ST$1 million	Cabinet Dev. Committee	Short and long list of dev. projects in PSIP.

Summary of the Early-stage screening process

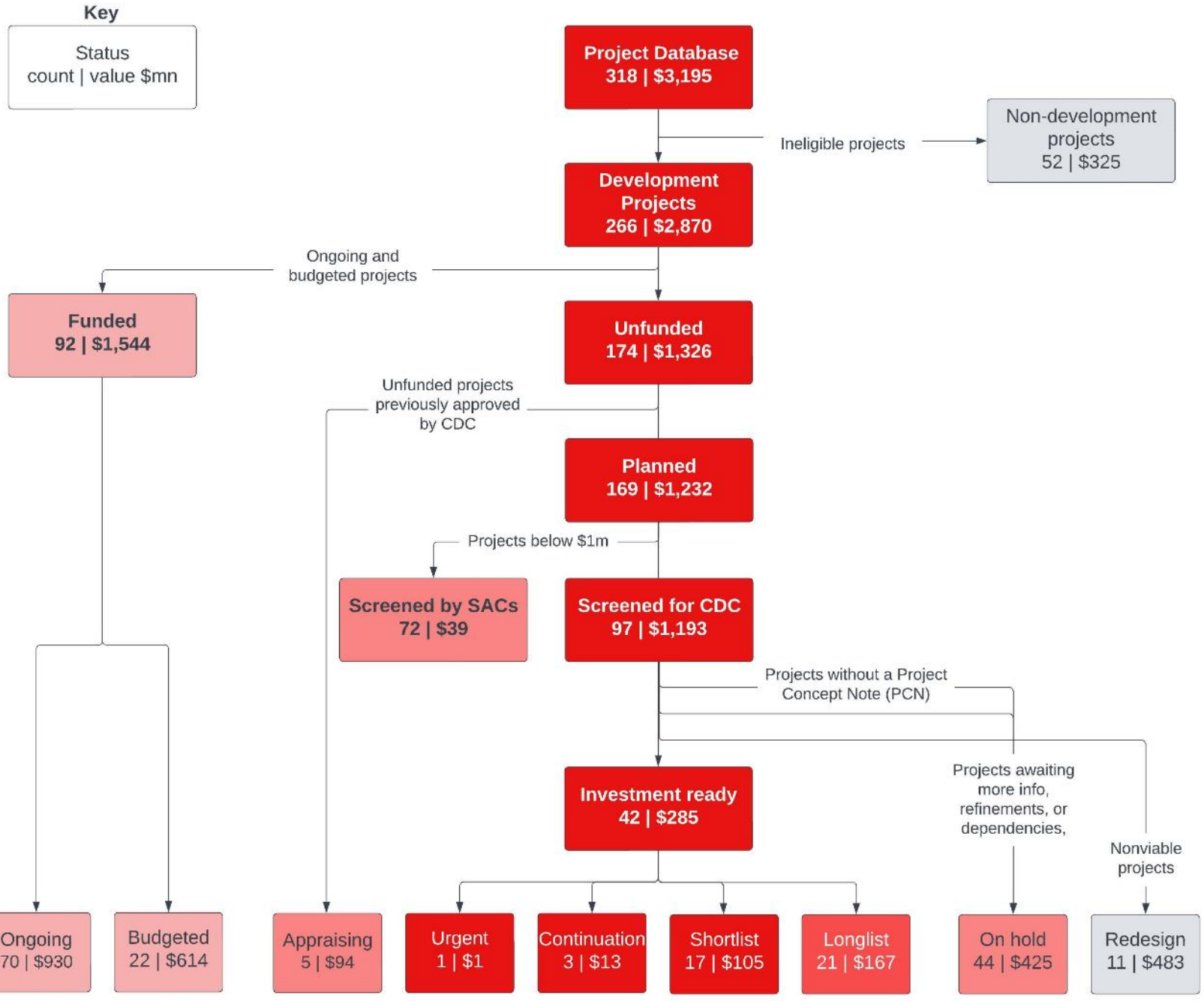
Screening process

1. Assess the urgency of the project.
2. Review multi-phase (continuation) projects and dependencies
3. Determine if project risks are manageable
4. Assess alignment with PDS (Multi Criteria Analysis)
5. Determine if the project is ready to commence
6. Evaluate the likelihood of economic viability



MCA Score and **Economic Viability** assessment are key screening tools

We now have greater **visibility of the pipeline** and screening process

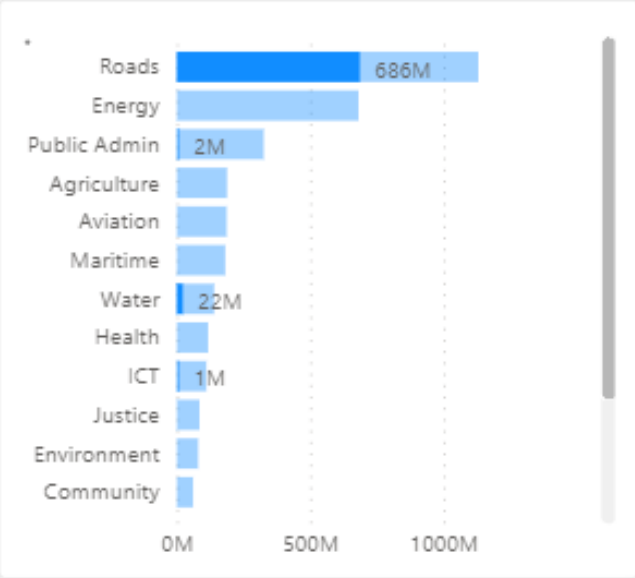


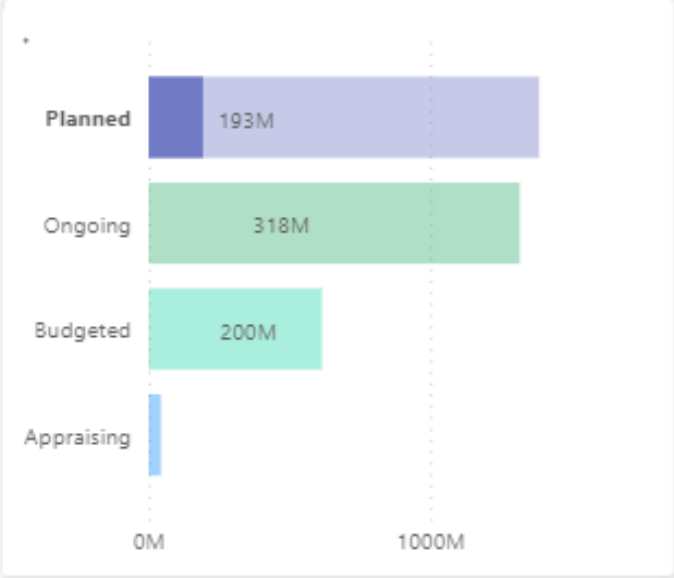
PSIP Dashboard

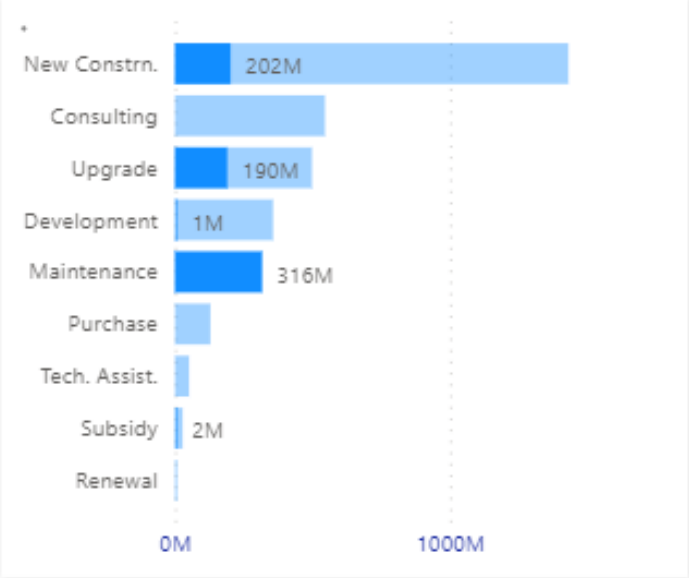
Investment Project Database

Total Cost	Count
711.35M	10

Entity	Cost
LTA	711M
EPC	681M
MOF	431M
MWTI	297M
MAF	188M
SAA	187M
SPA	143M
MOH	117M
SWA	114M
MNRE	81M
MPPC	75M
OOTR	61M
MWCSD	55M
MCIL	51M
SSC	40M
MCIT	39M
UTOS	28M
MJCA	12M
SFESA	11M
STA	11M
MESC	10M
SHC	9M
MFAT	6M
MPMC	4M
ACC	1M
SSS	0M
Total	**3363M**







MCA	REF	Sector	Budget Entity	Support	Program Name	Project Name	Est. Cost	Status
	RS16	Roads	LTA	No	Local Routine Maintenance Programme	Routine Road Maintenance for Upolu and Savaii	300M	Ongoing
	RS18	Roads	LTA	No	Local Capital Works Programme	Road Resurfacing and Rehabilitation of Sawall	200M	Budgeted
	RS20	Roads	LTA	Yes		National Bridges Review	100M	Planned
	RS21	Roads	LTA	Yes		Seawalls Along Critical Coastal Area	50M	Planned
	RS19	Roads	LTA	Yes	Water and Sanitation Sector	Road Design and Riverway Upgrades	20M	Planned
	WR11	Water	LTA	Yes	Water and Sanitation Sector	Drainages Within CBD Area	20M	Planned
	RS17	Roads	LTA	No	Donor Funded Local Routine Maintenance Programme	Routine Drainage Maintenance Upolu (Zone 1-8)	16M	Ongoing
	WR50	Water	LTA	No	WaSH Sector Budget Support Programme (WaSH Sector Plan 2020-2025)	Flood Mitigation Activities in CBD Area	2M	Ongoing
	PN37	Public Admin	LTA	Yes		New Headquarters Building	2M	Planned
Total							**711M**	

Filters

2

NIIP Symposium
Gaining Insights for the Capacity Development Plan

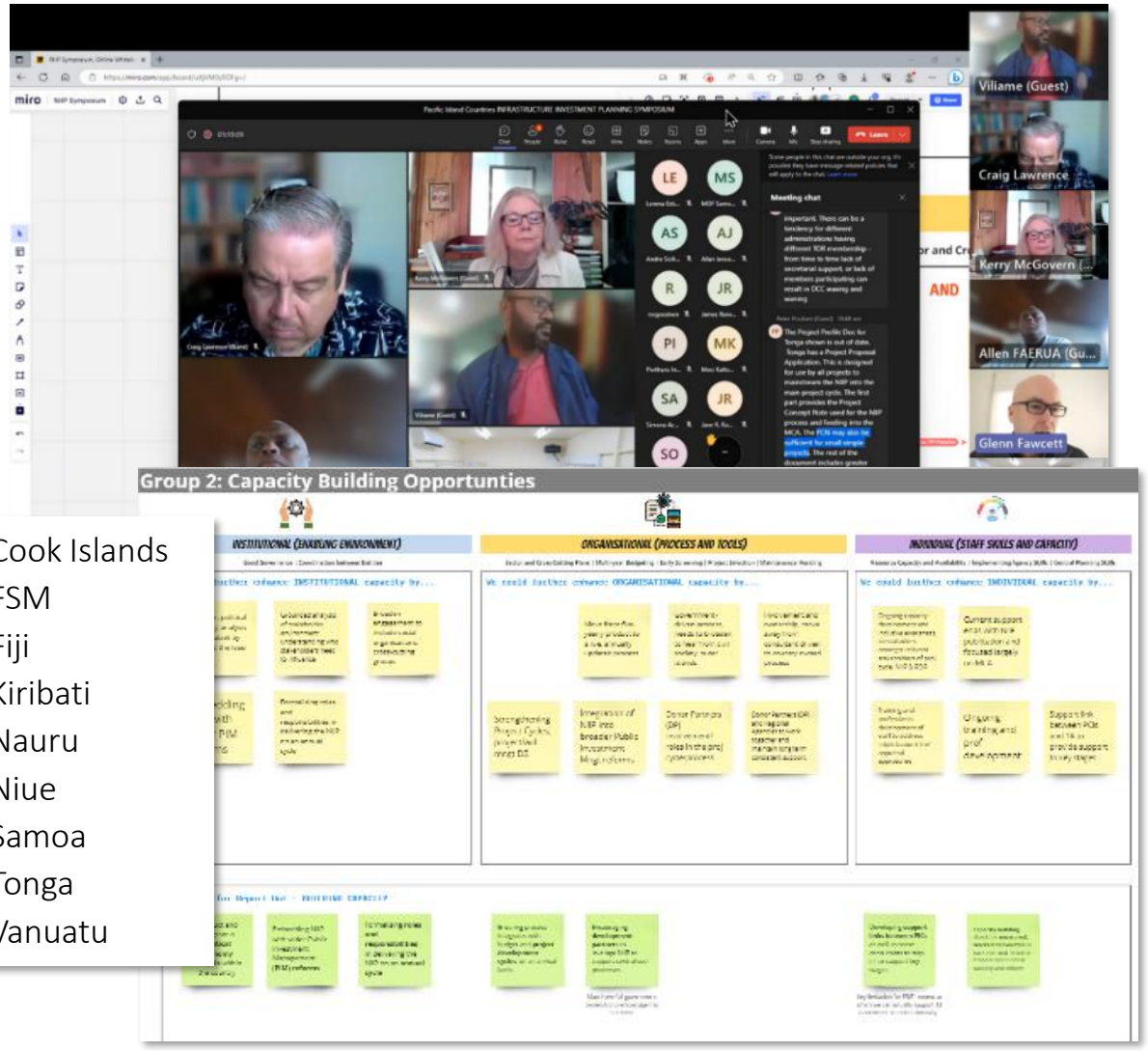
NIIP Discovery Symposium

Objective of Symposium:

Provide a facilitated review of historic NIIP implementations to **reflect** on the achievements and challenges before looking **forward** at the opportunities to further enhance infrastructure investment planning.

The insights gathered informed the '**Capacity Development Plan**' (Session 3)

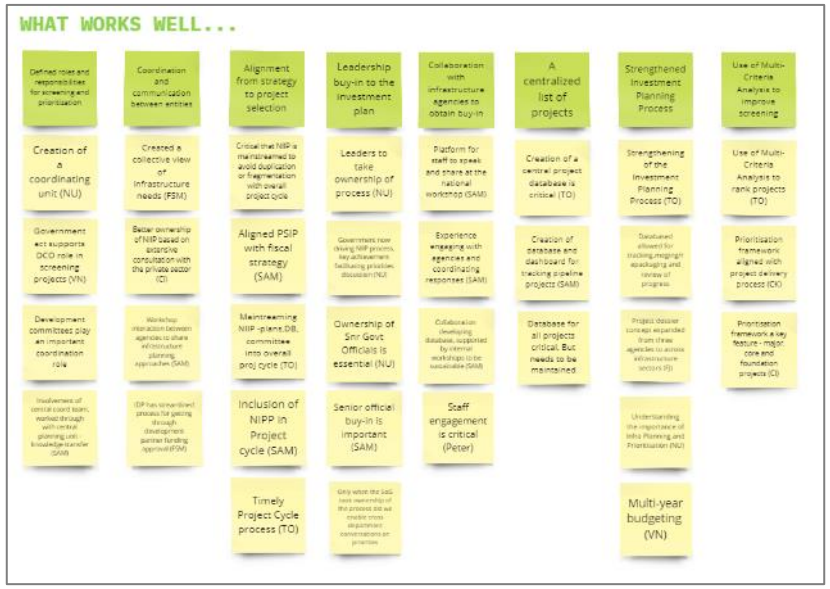
Symposium Attendance



1. Cook Islands
2. FSM
3. Fiji
4. Kiribati
5. Nauru
6. Niue
7. Samoa
8. Tonga
9. Vanuatu

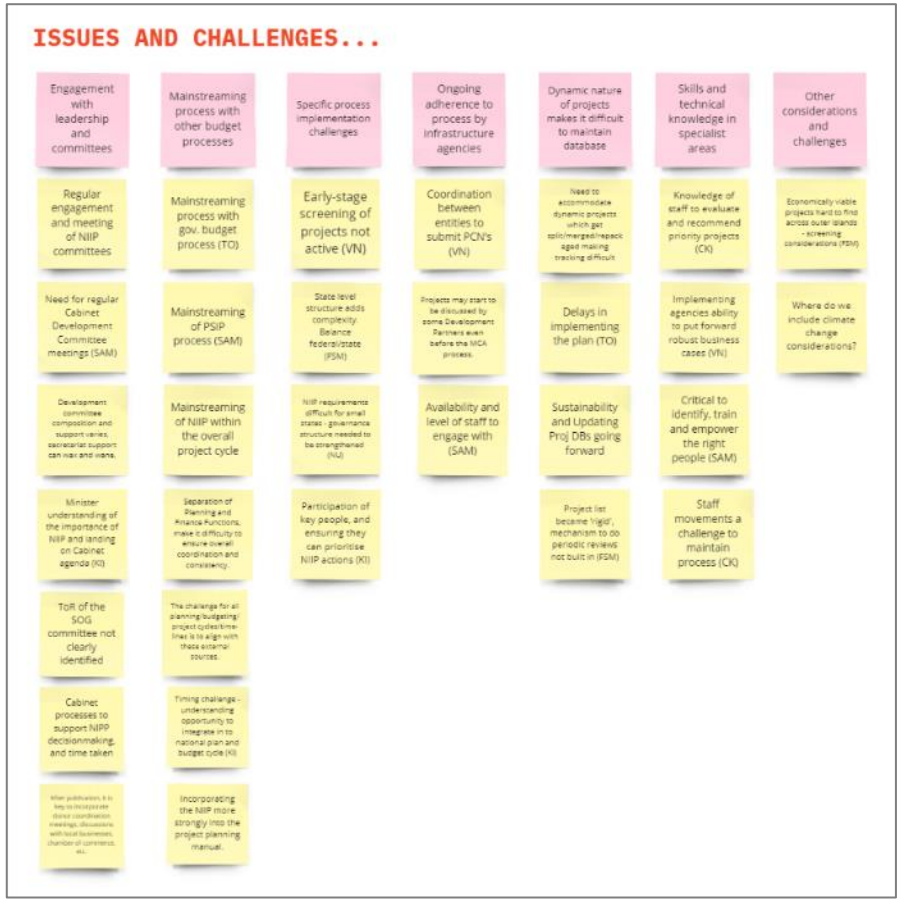
- 29 participants representing 9 countries.
- 5-hour online event.
- Explored achievements, challenges, opportunities.
- Insights summarized in the **Symposium Output Report**.

What **Works Well**…



1. Defined roles and responsibilities for screening and prioritization.
2. Coordination and communication between entities
3. Alignment of strategy with project selection
4. Leadership buy-in to the investment planning process
5. Collaboration with infrastructure agencies to obtain buy-in
6. A centralized list of projects
7. Strengthened Investment Planning Process
8. Use of Multi-Criteria Analysis to improve screening

Key **Issues and Challenges**…



1. Engagement with leadership and committees.
2. Mainstreaming process with other budget processes.
3. Ongoing adherence to process by infrastructure agencies.
4. Dynamic nature of projects makes it difficult to maintain database.
5. Skills and technical knowledge in specialist areas.
6. Scalability of approach for smaller states.

Post-Symposium Pulse Check

Those who attended the 5-hour virtual workshop overwhelmingly found it a productive use of their time …

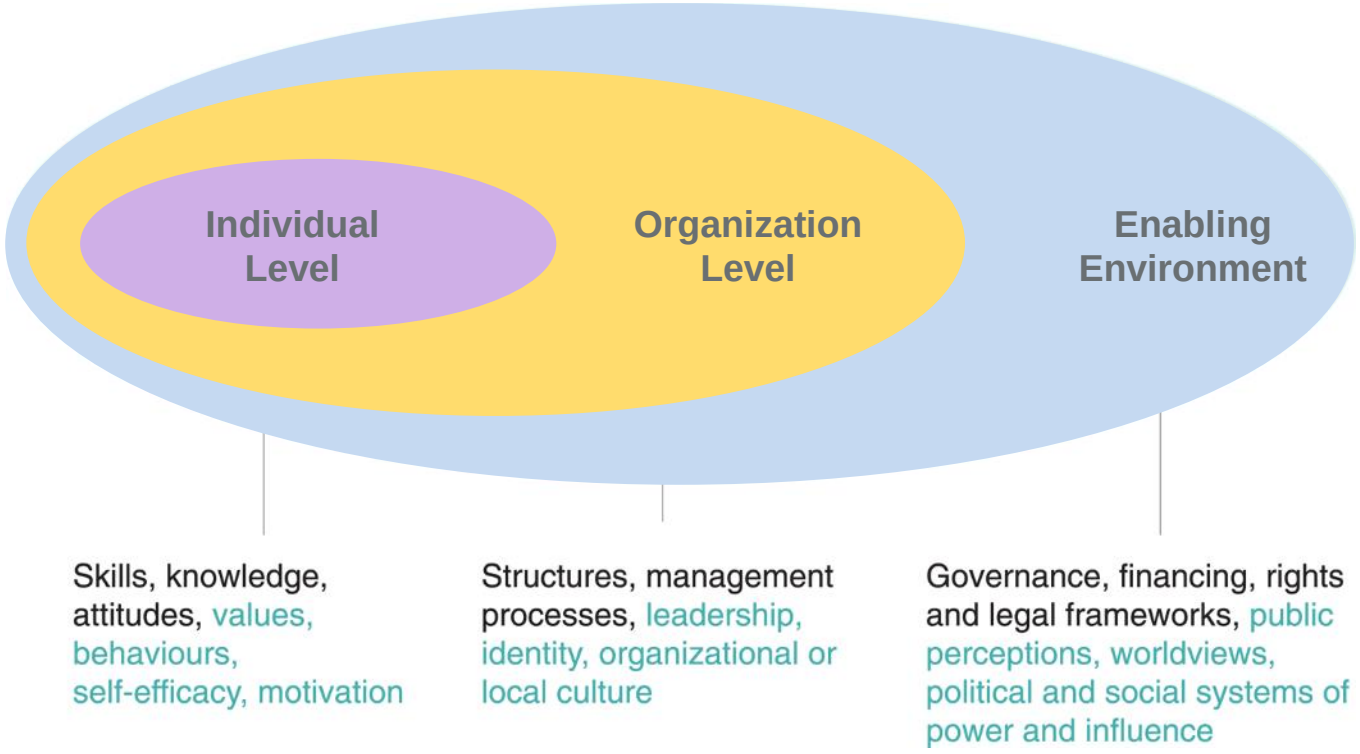
	DISAGREE	SOMEWHAT DISAGREE	NEUTRAL	SOMEWHAT AGREE	AGREE	TOTAL	WEIGHTED AVERAGE
The Symposium was well organised and a respectful use of my time.	0.00% 0	0.00% 0	0.00% 0	33.33% 5	66.67% 10	15	4.67
I gained useful insight into the NIIP process and outcomes.	0.00% 0	0.00% 0	0.00% 0	20.00% 3	80.00% 12	15	4.80
I would participate in future regional Symposiums.	0.00% 0	0.00% 0	0.00% 0	20.00% 3	80.00% 12	15	4.80

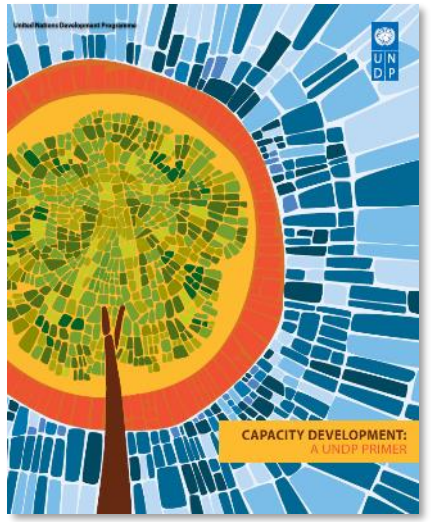
4.5★
average rating

3 Capacity Development Plan

Strengthening process and developing skills

Three Pillars of **Capacity Development**



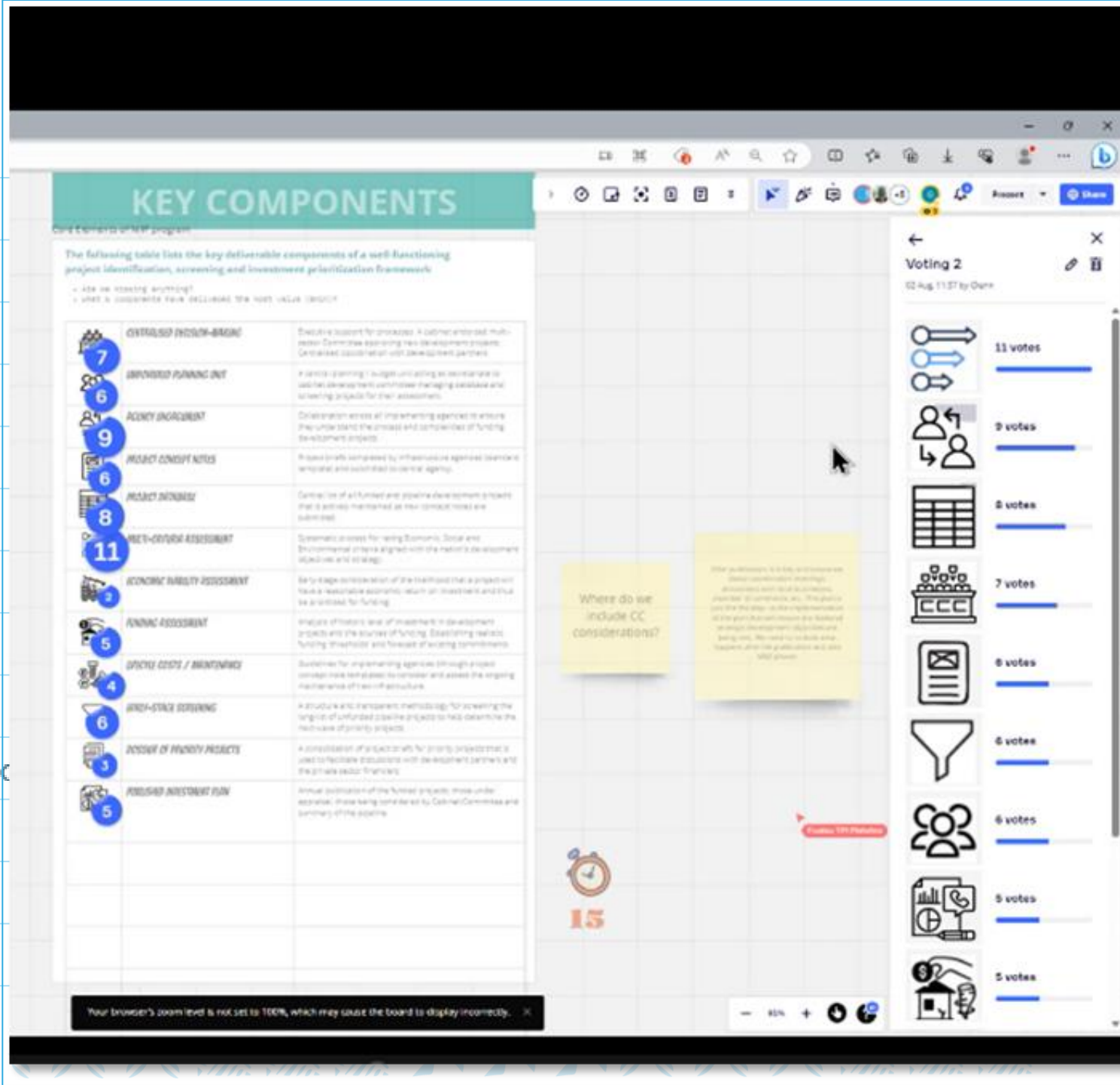


Capacity Development:

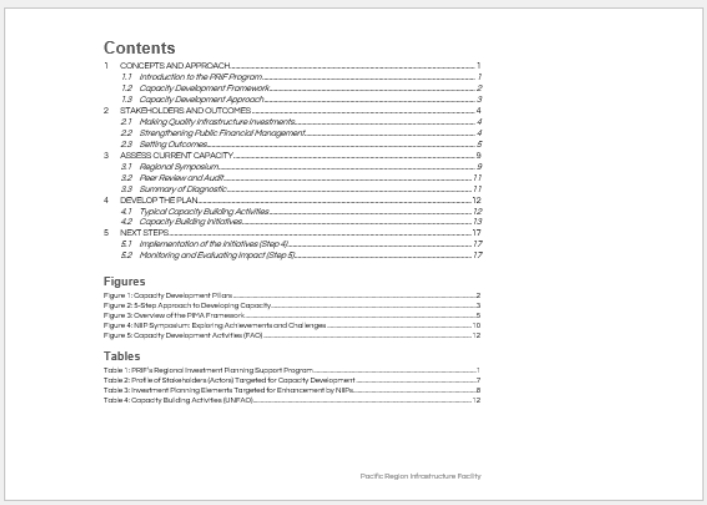
"The process of developing competencies and capabilities in individuals, groups, organizations, sectors or countries that will lead to sustained and self-generating performance improvement"

Twelve (12) Enhancement

	Enhancement Area
7	Centralised Decision-Making
6	Empowered Planning Unit
9	Agency Engagement
6	Project Concept Notes
8	Project Database
11	Multi-Criteria Analysis
2	Economic Viability
5	Funding Assessment
4	Lifecycle Costing and Maintenc
6	Early-Stage Screening
3	Dossier of Priority Projects
5	Published Investment Plan



Introduction to the **CDP**


Contents

1 CONCEPTS AND APPROACH ... 1
1.1 Introduction to the PRIF Program ... 1
1.2 Capacity Development Framework ... 2
1.3 Capacity Development Approach ... 3
2 STAKEHOLDERS AND OUTCOMES ... 4
2.1 Making Quality Infrastructure Investments ... 4
2.2 Strengthening Public Financial Management ... 4
2.3 Setting Outcomes ... 5
3 ASSESS CURRENT CAPACITY ... 9
3.1 Regional Symposium ... 9
3.2 Peer Review and Audit ... 11
3.3 Summary of Diagnostic ... 11
4 DEVELOP THE PLAN ... 12
4.1 Typical Capacity Building Activities ... 12
4.2 Capacity Building Initiatives ... 13
5 NEXT STEPS ... 17
5.1 Implementation of the Initiatives (Step 4) ... 17
5.2 Monitoring and Evaluating Impact (Step 5) ... 17

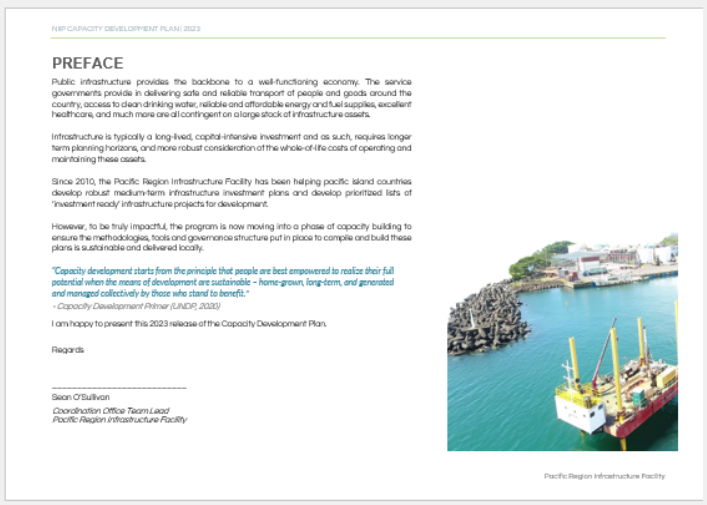
Figures

Figure 1: Capacity Development Pillars ... 2
Figure 2: 5-Step Approach to Developing Capacity ... 3
Figure 3: Overview of the PIPA Framework ... 5
Figure 4: NIP Symposium: Exploring Achievements and Challenges ... 10
Figure 5: Capacity Development Activities (PAC) ... 12

Tables

Table 1: PRIF's Regional Investment Planning Support Program ... 1
Table 2: Profile of Stakeholders (Actors) Targeted for Capacity Development ... 7
Table 3: Investment Planning Elements Targeted for Enhancement by NIPs ... 8
Table 4: Capacity Building Activities (UNPAD) ... 12

Pacific Region Infrastructure Facility


NIP CAPACITY DEVELOPMENT PLAN | 2023

PREFACE

Public infrastructure provides the backbone to a well-functioning economy. The service governments provide in delivering safe and reliable transport of people and goods around the country, access to clean drinking water, reliable and affordable energy and fuel supplies, excellent healthcare, and much more are all contingent on a large stock of infrastructure assets.

Infrastructure is typically a long-lived, capital-intensive investment and as such, requires longer term planning horizons, and more robust consideration of the whole-of-life costs of operating and maintaining these assets.

Since 2010, the Pacific Region Infrastructure Facility has been helping pacific island countries develop robust medium-term infrastructure investment plans and develop prioritized lists of 'investment ready' infrastructure projects for development.

However, to be truly impactful, the program is now moving into a phase of capacity building to ensure the methodologies, tools and governance structure put in place to compile and build these plans is sustainable and delivered locally.

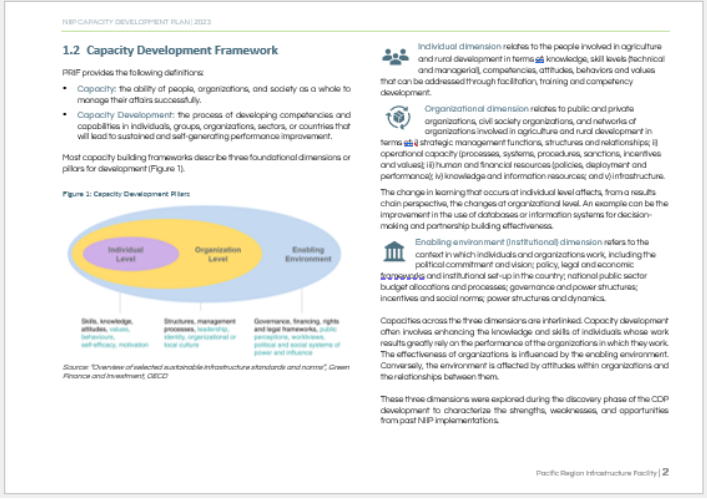
"Capacity development starts from the principle that people are best empowered to realize their full potential when the means of development are sustainable – home-grown, long-term, and generated and managed collectively by those who stand to benefit."
- Capacity Development Primer (UNDP, 2023)

I am happy to present this 2023 release of the Capacity Development Plan.

Regards

Sean O'Sullivan
Coordination Office Team Lead
Pacific Region Infrastructure Facility

Pacific Region Infrastructure Facility


NIP CAPACITY DEVELOPMENT PLAN | 2023

1.2 Capacity Development Framework

PRIF provides the following definitions:

- Capacity: the ability of people, organizations, and society as a whole to manage their affairs successfully.
- Capacity Development: the process of developing competencies and capabilities in individuals, groups, organizations, sectors, or countries that will lead to sustained and self-generating performance improvement.

Most capacity building frameworks describe three foundational dimensions or pillars for development (Figure 1).

Figure 1: Capacity Development Pillars

Skills, knowledge, attitudes, values, behaviours, self-efficacy, motivation

Structures, management processes, leadership, identity, organizational or local culture

Governance, financing, rights and legal frameworks, public perceptions, worldviews, political and social systems of power and influence

Source: "Overview of selected sustainable infrastructure standards and norms", Green Finance and Investment, OECD

Individual dimension relates to the people involved in agriculture and rural development in terms of knowledge, skill levels (technical and managerial), competencies, attitudes, behaviors and values that can be addressed through facilitation, training and competency development.

Organizational dimension relates to public and private organizations, civil society organizations, and networks of organizations involved in agriculture and rural development in terms of i) strategic management functions, structures and relationships; ii) operational capacity (processes, systems, procedures, sanctions, incentives and values); iii) human and financial resources (policies, deployment and performance); iv) knowledge and information resources; and v) infrastructure.

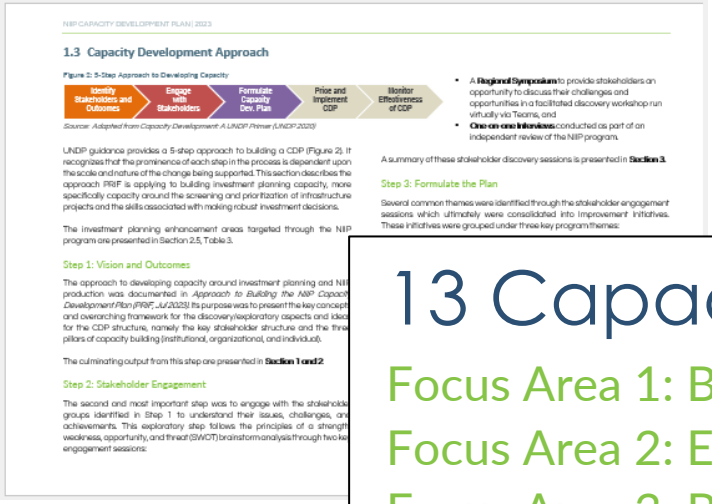
The change in learning that occurs at individual level affects, from a results chain perspective, the changes at organizational level. An example can be the improvement in the use of databases or information systems for decision-making and partnership building effectiveness.

Enabling environment (institutional) dimension refers to the context in which individuals and organizations work, including the political commitment and vision; policy, legal and economic frameworks and institutional set-up in the country; national public sector budget allocations and processes; governance and power structures; incentives and social norms; power structures and dynamics.

Capacities across the three dimensions are interlinked. Capacity development often involves enhancing the knowledge and skills of individuals whose work results greatly rely on the performance of the organizations in which they work. The effectiveness of organizations is influenced by the enabling environment. Conversely, the environment is affected by attitudes within organizations and the relationships between them.

These three dimensions were explored during the discovery phase of the CDP development to characterize the strengths, weaknesses, and opportunities from past NIP implementations.

Pacific Region Infrastructure Facility | 2


NIP CAPACITY DEVELOPMENT PLAN | 2023

1.3 Capacity Development Approach

Figure 2: 5-Step Approach to Developing Capacity

Source: Adapted from Capacity Development: A UNDP Primer (UNDP, 2020)

UNDP guidance provides a 5-step approach to building a CDP (Figure 2). It recognizes that the prominence of each step in the process is dependent upon the scale and nature of the change being supported. This section describes the approach PRIF is applying to building investment planning capacity, more specifically capacity around the screening and prioritization of infrastructure projects and the skills associated with making robust investment decisions.

The investment planning enhancement areas targeted through the NIP program are presented in Section 2.5, Table 3.

Step 1: Vision and Outcomes

The approach to developing capacity around investment planning and NIP production was documented in *Approach to Building the NIP Capacity Development Plan (PRIF, Jul 2023)*. Its purpose was to present the key concepts and overarching framework for the discovery/exploratory aspects and ideas for the CDP structure, namely the key stakeholder structure and the three pillars of capacity building (institutional, organizational, and individual).

The culminating output from this step are presented in **Section 1 and 2**.

Step 2: Stakeholder Engagement

The second and most important step was to engage with the stakeholder groups identified in Step 1 to understand their issues, challenges, and achievements. This exploratory step follows the principles of a strength, weakness, opportunity, and threat (SWOT) brainstorm analysis through two key engagement sessions:

- A **Regional Symposium** to provide stakeholders an opportunity to discuss their challenges and opportunities in a facilitated discovery workshop run virtually via Teams, and
- **One-on-one interviews** conducted as part of an independent review of the NIP program.

A summary of these stakeholder discovery sessions is presented in **Section 3**.

Step 3: Formulate the Plan

Several common themes were identified through the stakeholder engagement sessions which ultimately were consolidated into improvement initiatives. These initiatives were grouped under three key program themes:

Contents

1. Concepts and Approach
2. Stakeholders and Outcomes
3. Current Capacity Assessment
4. Developing the Plan
5. Next Steps

13 Capacity Building Initiatives

Focus Area 1: Building a Community of Practitioners
Focus Area 2: Enhance Processes and Practices
Focus Area 3: Build Awareness and Support with Executives

Focus Area 1: Building a Community of Practitioners

1.1	**National Investment Planning Symposium (Annual Event)**	This knowledge sharing and leadership event will aim to strengthening the relationships and sharing of best-practices and lessons learned across the pacific. It would likely also incorporate elements of leadership development and structured presentation techniques. In such events, there is also the potential to record presentations and make them available online after the event – this would enable smaller events to be run face-to-face but also benefit a wider viewing base who can't attend the event. If the symposium was to be run in-person, then there is further potential to include a training module or two.
1.2	**Community of Practice Events**	COPs provide an opportunity for the core team of practitioners, interested technical specialists and leaders to gain insight (and maintain relationships) from across the region. These typically 1-hour online events are led with a presentation or two on topical issues followed by group discussion. It is suggesting that 3-4 events are held per year to specifically cover NIIP related topics. The final number of events will be determined when this program is costed and the interaction schedule with stakeholders is 'normalised' across the year.
1.3	**Maintain a Core Team of Consultants**	The key development in Phase IV has been the creation of a core team of international consultants familiar with the concepts and principles of NIIP development to ensure reuse and consistency of product. A further benefit of formalising the core team of consultants is the relationships these individuals build with planning units in countries and their active participation at events such as the Symposium and COPs enhances these relationships.
1.4	**Leadership Training and Development for National Teams**	The value national private sector consultants bring to the NIIP program is without question. While these consultants receive on-the-job training during the NIIP project (which must be maintained), PRIF could provide additional leadership, presentation, and consulting training to those committed to working with PRIF as consultants longer term. Growing this local private sector expertise will benefit the wider development partner community and the support governments have access to. Leadership training courses are available and could be customized to the national consultant context.
1.5	**Establish Alignment with Regional Body(s) and Foster Relationship**	Several regional bodies support disciplines related to the NIIP (e.g. IPWEA for asset management, PFTAC for macro-financial stability and SPREP for climate resilience). PRIF will need to look to these entities to continue to expand the reach of the investment planning enhancements and even assist with aligning complementary TAs and initiatives to ensure cohesion (especially around financing and PIM/PFM policy integration). It will leverage work and material from Task 3.1 and 3.2.

Focus Area 2: Enhance Processes and Practices

2.1	**Online Training Modules and Certification**	Mirror the IPWEA Asset Management badge concept (trialled by PRIF with water utilities) and best-practice PFM guidance to develop online training modules for "Infrastructure Investment Planning" which government staff can attend and achieve certification. Suggest 3-4 modules in first release incorporating topics such as: NIIP governance; Multicriteria Analysis Principles; Introduction to Economic Evaluation; Understanding Lifecyle Costing of Infrastructure; Building Climate Resilient Infrastructure; Managing a Central Project Database; Environmental and Social Safeguards; Project Proposals and Business Case Preparation; NIIP Coordination and Reporting.
2.2	**Establish post-NIIP Miscellaneous Support Assistance**	The NIIP projects span 6-9 months. They engage with a large audience and implement process improvements that we hope will enhance the project planning process. However, ensuring changes are embedded can take longer than the project delivery period. This initiative aims to provide access to a defined amount (up to 20 days?) of miscellaneous technical support. This may be to assist with policy manual updates, and support championing the developments with executive teams. It could be provided by national consultants or members of the core team on an as needed basis.
2.3	**Support Annual Updating of NIIPs**	NIIPs and recommended changes to processes can easily become forgotten by busy government staff once the TA leaves. Given NIIPs are updated by PRIF every 5-10 years, core government staff can easily forget both technical and procedural learning, and line ministry staff can easily forget the existence of a NIIP. A great way to institutionalise new processes is to do them regularly. Recent NIIP projects recommend some form of annual updating, usually involving updating the project database and publishing an update in an existing government document (like the Budget). This initiative could be combined with Item 2.2.
2.4	**Increase Focus on Identifying and Planning Climate Resilient Infrastructure**	A significant challenge facing infrastructure in the Pacific is the increasing severity of weather events and sea level rise. Development partners are providing green financing to help alleviate these impacts. PRIF should explore ways to strengthen the early-stage project identification and planning process to better position countries to access green funding for the right type of projects. A small TA could be commissioned, or a climate specialist added to the Core Team to identify ways to enhance this theme.

Focus Area 3: Build Awareness and Support with Executive Stakeholders

3.1	**Formalise a Stakeholder Engagement Plan**	Understanding the political will and needs of the different stakeholder groups has to date not been formally captured. It would aid in the messaging of a number of the capacity development initiatives within the CDP and ultimately form part of a structured stakeholder engagement plan (stakeholder messaging, channels, frequency etc.). The business case for NIIPs (and their focus on PFM and PIM enhancement) needs to be conveyed to senior government staff to raise awareness and gain support both before and after publication.
3.2	**Develop NIIP Marketing Material**	The stakeholder engagement plan will help establish messaging and channels to communicate with the different groups. The types of material disseminated under this task would include: - A generic slide pack that planning units can present to executive leadership. - A professional animated video (2-3min) production - A published information flyer/bulletin - Promotion material for NIIP (post-publication) – customised for each country
3.3	**Progress Reporting to Partners and Regional Entities**	Keeping PRIF partners and regional entities (e.g. IMF) abreast of developments and capacity building achievements is important to maintain support for the program. A few of the initiatives already target these groups (e.g. information video). However, this task is specifically to assist when report on the progress (including the M&E measures).
3.4	**Case Study Presentation at Conferences and Events**	The NIIP Capacity Development initiatives will provide a rich source of material to present at 1-2 regional conferences each year to aid in raising awareness of the Program and its benefits across a wider demographic. It will inform a wider audience on the programs reach and level of participation (including M&E measures). An example would be encouraging and promoting the Fiji Airport experience or the Samoa MCA framework etc. The Core team could help source these examples and encourage agencies to promote – potentially with some budget support to attend events.

Pacific Region Infrastructure Facility

theprif.org