PRIF Week 2025: Day 1

Pacific Quality Infrastructure Principles: A Framework for Building Forward Better

Pacific Quality Infrastructure Principles

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Local Content. Use local labour, develop local talent, support local businesses.

Value for Money. Generate positive social and economic values.

Climate Resilience. Build resilience to future impacts of climate change.

Pacific Quality Infrastructure Principles

Responsible Borrowing and Governance. Borrow sustainably, spend transparently and accountably.

Social and Environmental. Safeguards protect the environment, people and livelihoods.

Inclusivity. Infrastructure for all, inclusively developed.

Private Sector Investment. Incentivise private sector to finance and develop infrastructure.

2050 Strategy for the Blue Pacific Continent

Climate Change and Disasters

All Pacific Peoples remain resilient to the impacts of climate change and disasters and are able to lead safe, secure and prosperous lives. The region continues to play a leadership role in global climate action.

People Centered Development

All Pacific Peoples continue to draw deep cultural and spiritual attachment to their land and the ocean, and all are assured safety, security, gender equality and access to education, health, sport and other services so that no one is left behind.

Ocean and Environment

All Pacific people live in a sustainably managed Blue Pacific Continent, while steadfastly maintaining resilience to threats to its environment.

As Pacific Leaders, our vision is for a resilient Pacific Region of peace, harmony, security, social inclusion and prosperity, that ensures all Pacific peoples can lead free, healthy and productive lives

Peace and Security

A peaceful, safe, and secure Blue Pacific region which respects national sovereignty, and where people can realise their full potentials as individuals, communities and nations, and where the region delivers Pacific-coordinated responses to security challenges and contributes to building global peace and security.

Technology and Connectivity

All Pacific Peoples benefit from access to affordable, safe and reliable land, air and sea transport and ICT infrastructure, systems and operations, while ensuring culturally sensitive user-protection and cyber security.

Resource and Economic Development

All Pacific peoples benefit from a sustainable and resilient model of economic development, including enabling public policy and a vibrant private sector and others, that brings improved socio-economic wellbeing by ensuring access to employment, entrepreneurship, trade and investment in the region.

Political Leadership and Regionalism

All Pacific Peoples will benefit for our Forum Leaders working together to safeguard, secure and progress the Blue Pacific Continent, achieving regional priorities through a united and cohesive political leadership supported by the Pacific Islands Forum and a responsive regional architecture that aligns to the region's priorities and values. Partners recognise and respect our collective approach as the Blue Pacific Continent.

Joseph Maeke

Director of the Economic and Productive Sector Division
Ministry of National Planning and Development Coordination
Government of Solomon Islands

Solomon Islands Government
Ministry of National Planning and Development Coordination

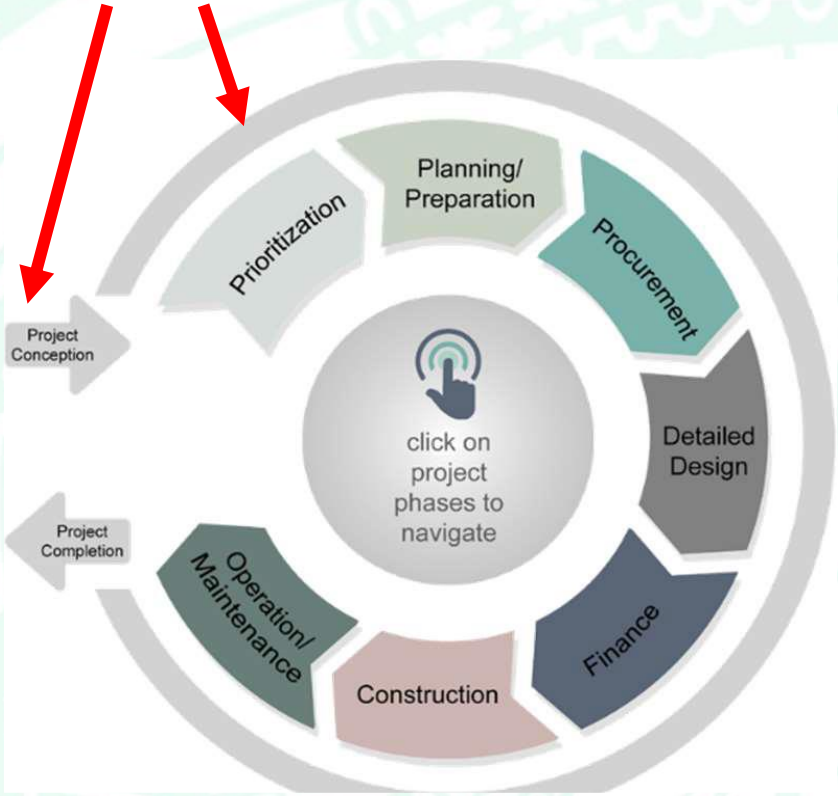
The Solomon Islands National Infrastructure Investment Plan (SINIIP) and Pacific Quality Infrastructure Principles

Emerging lessons from the SINIIP Update

Context

- SINIIP is a medium-term plan setting the strategic direction for infrastructure investment.
- SINIIP builds on National Development Strategy 2016 to 2035 and other Government policies and processes, with specific reference to infrastructure needs.
- SINIIP identifies and prioritizes projects for further development (e.g. detailed feasibility studies, design etc.).
- Details on individual projects for SINIIP are limited and detailed connection to PQIPs is targeted to relevance of SINIIP.

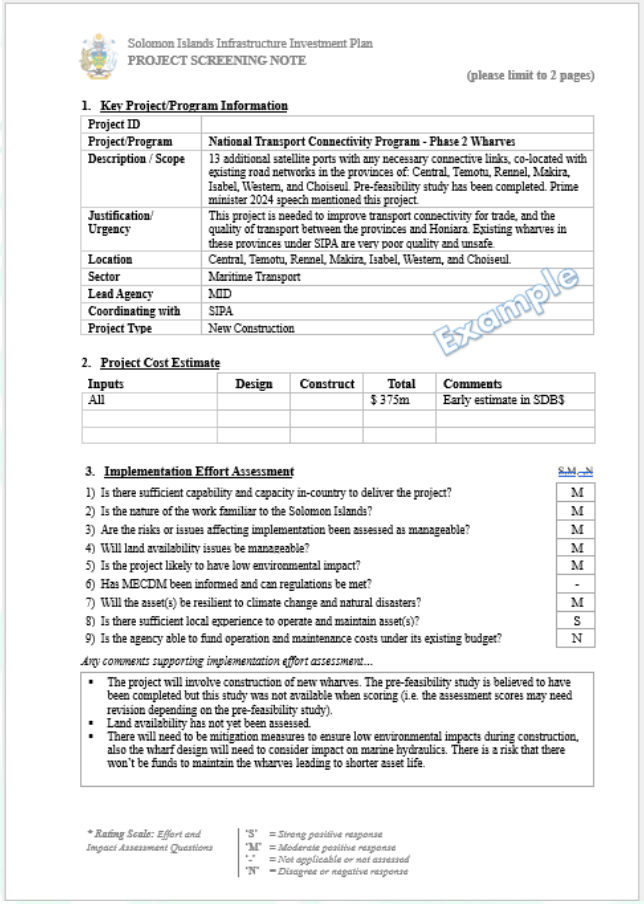
SINIIP is very early in the infrastructure investment cycle…



How are PQIPs being incorporated into your work?

- PQIPs have significant alignment with existing initiatives, policies and procedures (e.g.):

1. Criteria for Multi Criteria Analysis (MCA) used to shortlist projects have significant cross-over with PQIPs.
2. Via the information and emphasis within Project Screening Notes for shortlisted infrastructure projects (e.g. identifying where climate change and natural disasters is a material issue for further development).
3. Prioritization process, initial project costing and consideration of full value of dossier of projects reflects improved fiscal management.
4. Environmental and social safeguards reflected in 1 and 2.



Solomon Islands Infrastructure Investment Plan
PROJECT SCREENING NOTE
(please limit to 2 pages)

1. Key Project/Program Information

Project ID	
Project/Program	National Transport Connectivity Program - Phase 2 Wharves
Description / Scope	13 additional satellite ports with any necessary connective links, co-located with existing road networks in the provinces of: Central, Temotu, Rennel, Makira, Isabel, Western, and Choiseul. Pre-feasibility study has been completed. Prime minister 2024 speech mentioned this project.
Justification/ Urgency	This project is needed to improve transport connectivity for trade, and the quality of transport between the provinces and Honiara. Existing wharves in these provinces under SIPA are very poor quality and unsafe.
Location	Central, Temotu, Rennel, Makira, Isabel, Western, and Choiseul.
Sector	Maritime Transport
Lead Agency	MID
Coordinating with	SIPA
Project Type	New Construction

Example

2. Project Cost Estimate

Inputs	Design	Construct	Total	Comments
All			$ 375m	Early estimate in SDB$

3. Implementation Effort Assessment

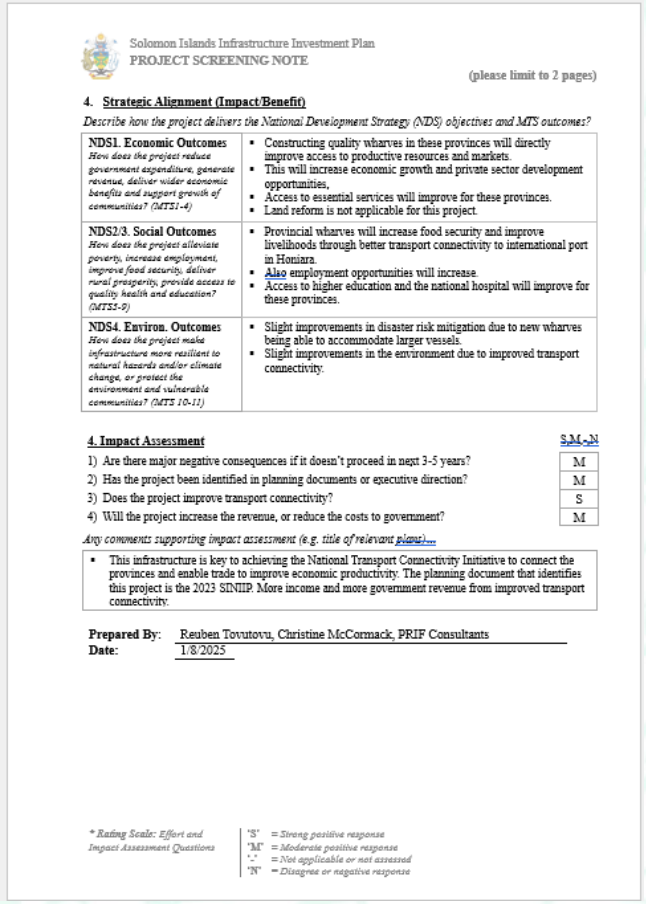
	S,M,-,N
1) Is there sufficient capability and capacity in-country to deliver the project?	M
2) Is the nature of the work familiar to the Solomon Islands?	M
3) Are the risks or issues affecting implementation been assessed as manageable?	M
4) Will land availability issues be manageable?	M
5) Is the project likely to have low environmental impact?	M
6) Has MECDM been informed and can regulations be met?	-
7) Will the asset(s) be resilient to climate change and natural disasters?	M
8) Is there sufficient local experience to operate and maintain asset(s)?	S
9) Is the agency able to fund operation and maintenance costs under its existing budget?	N

Any comments supporting implementation effort assessment...

- The project will involve construction of new wharves. The pre-feasibility study is believed to have been completed but this study was not available when scoring (i.e. the assessment scores may need revision depending on the pre-feasibility study).
- Land availability has not yet been assessed.
- There will need to be mitigation measures to ensure low environmental impacts during construction, also the wharf design will need to consider impact on marine hydraulics. There is a risk that there won't be funds to maintain the wharves leading to shorter asset life.

** Rating Scale: Effort and Impact Assessment Questions*

'S' = Strong positive response
'M' = Moderate positive response
'-' = Not applicable or not assessed
'N' = Disagree or negative response



Solomon Islands Infrastructure Investment Plan
PROJECT SCREENING NOTE
(please limit to 2 pages)

4. Strategic Alignment (Impact/Benefit)

Describe how the project delivers the National Development Strategy (NDS) objectives and MTS outcomes?

NDS1. Economic Outcomes *How does the project reduce government expenditure, generate revenue, deliver wider economic benefits and support growth of communities? (MTS1-4)*	▪ Constructing quality wharves in these provinces will directly improve access to productive resources and markets. ▪ This will increase economic growth and private sector development opportunities, ▪ Access to essential services will improve for these provinces. ▪ Land reform is not applicable for this project.
NDS2/3. Social Outcomes *How does the project alleviate poverty, increase employment, improve food security, deliver rural prosperity, provide access to quality health and education? (MTS5-9)*	▪ Provincial wharves will increase food security and improve livelihoods through better transport connectivity to international port in Honiara. ▪ Also employment opportunities will increase ▪ Access to higher education and the national hospital will improve for these provinces.
NDS4. Environ. Outcomes *How does the project make infrastructure more resilient to natural hazards and/or climate change, or protect the environment and vulnerable communities? (MTS 10-11)*	▪ Slight improvements in disaster risk mitigation due to new wharves being able to accommodate larger vessels. ▪ Slight improvements in the environment due to improved transport connectivity.

4. Impact Assessment

	S,M,-,N
1) Are there major negative consequences if it doesn't proceed in next 3-5 years?	M
2) Has the project been identified in planning documents or executive direction?	M
3) Does the project improve transport connectivity?	S
4) Will the project increase the revenue, or reduce the costs to government?	M

Any comments supporting impact assessment (e.g. title of relevant plans)...

- This infrastructure is key to achieving the National Transport Connectivity Initiative to connect the provinces and enable trade to improve economic productivity. The planning document that identifies this project is the 2023 SINIIP. More income and more government revenue from improved transport connectivity.

Prepared By: Reuben Tovutovu, Christine McCormack, PRIF Consultants
Date: 1/8/2025

** Rating Scale: Effort and Impact Assessment Questions*

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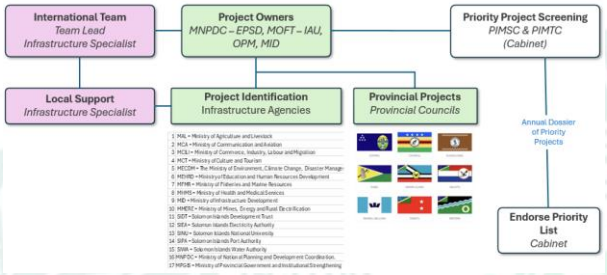
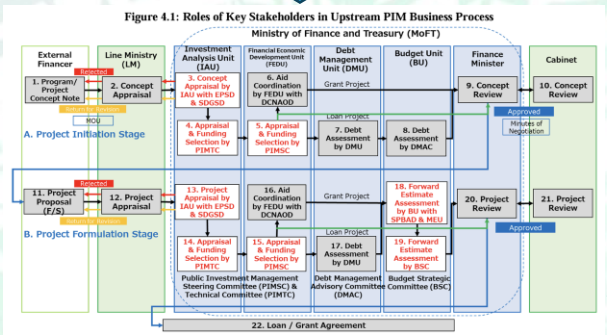
How are they being implemented on-ground?





Financing, procurement and on-ground deployment of

SINIIP

Public Investment Management Policy

On-ground

- SINIIP is early (upstream) in infrastructure cycle to undertake substitutive additional effort on embedding PQIPs into individual projects in SINIIP.
- SINIIP sets the groundwork for deeper analysis and more effort of PQIPs as projects progress through PIM processes, procurements and in-ground deployment.

What are some of the key challenges?

Key challenges include:

- Awareness of PQIPs is not widespread.
- Resources are scarce to progress national infrastructure planning, so need to keep the PQIP burden manageable within SINIIP. There are always capacity challenges.
- PQIPs lack detail to better understand when and how to use them, particularly as relevance change along project lifecycle.
- Current effort that is consistent with PQIPs is not necessarily recognized or monitored (much is already happening!).
- Political pressure, but a robust process for SINIIP is still necessary. Need an evidence-based approach.

What innovative ideas and lessons can you share?

Ideas and lessons:

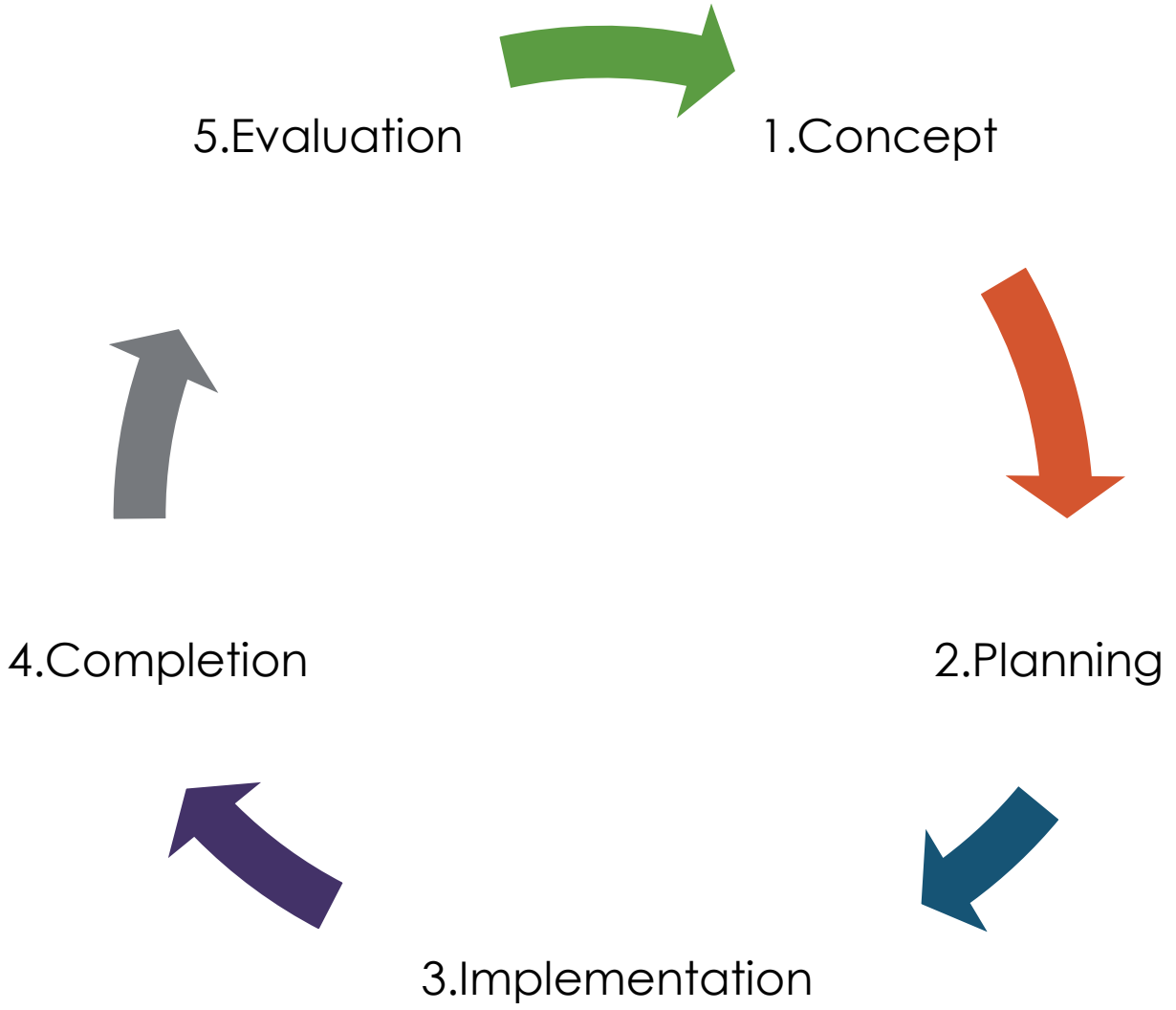
1. Recognize what is already being done that is consistent with PQIPs. Most of this is not new.
2. Recognize that relevance of PQIPs is different throughout project cycle and by project type.
   Therefore need:
   - Guidance on how to apply PQIPs.
   - Capacity building.
   - Alignment and agreement with development partners on expectations.
3. SINIIP Sub-Committee to ensure process is robust.
4. Improve practice over time.

Elizabeth Wright-Koteka

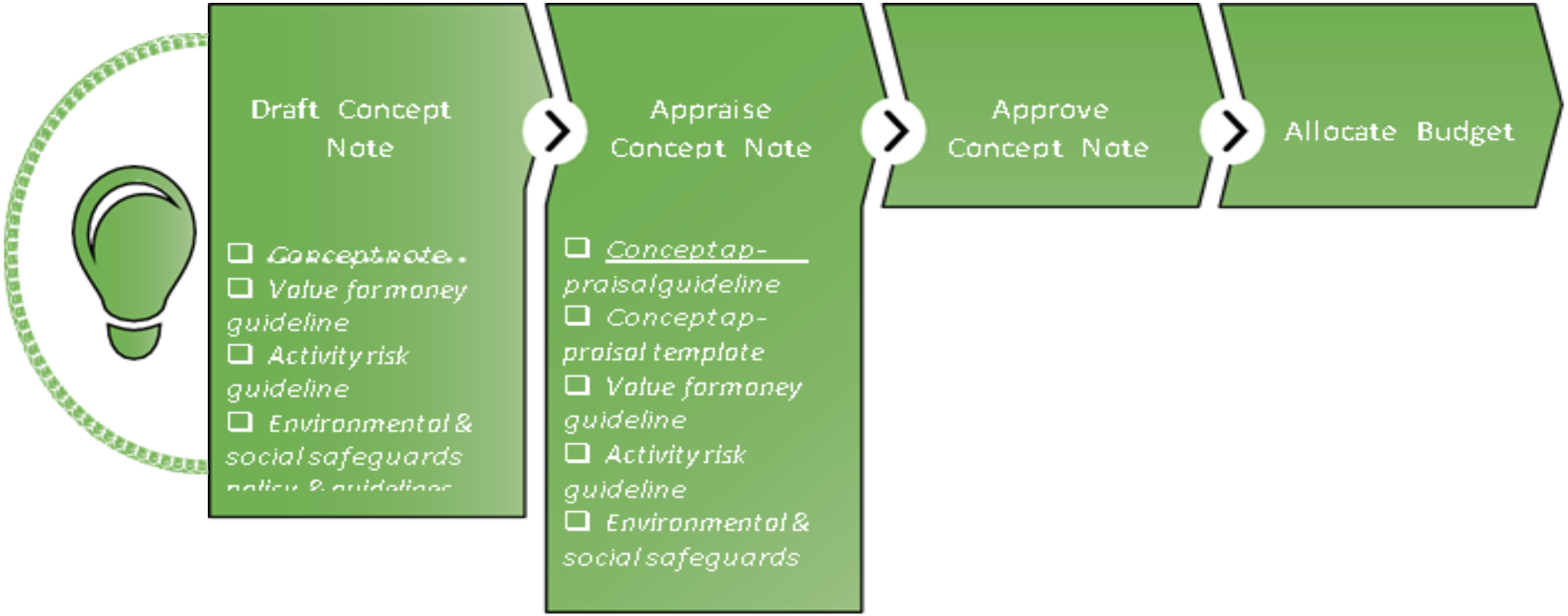
Secretary
Infrastructure Cook Islands

Tarai Vaka – The Cook Islands Activity Management process

Tarai Vaka Process, is an activity management system adopted by the Cook Islands Government (CIG) to enhance the selection, management and successful delivery of major projects funded by CIG or Donor Partners.



Concept – Propose, appraise and approve an activity concept



Planning – Plan, appraise and approve activity plan, design

Develop Activity Plan

- ☐ Activity planning guideline
- ☐ Activity planning document
- ☐ Activity risk register
- ☐ Activity risk guideline
- ☐ Value for money guideline
- ☐ Environmental & social safeguards policy & guideline
- ☐ Procurement plan
- ☐ TOR

Technical Appraisal

- ☐ Activity planning guideline
- ☐ Technical appraisal template
- ☐ Activity risk guideline
- ☐ Value for money guideline
- ☐ Environmental & social safeguards

Approve Activity Plan

Allocate Budget

Ngatoe and Turoa bridge replacement – design services

Criteria 3	Track Record	Weighting	20%

Scoring – Maximum Standard	In scoring this section, the evaluators will place high value on:
	• The Tenderer provides examples that show;
	  ○ Proven experience in undertaking cost estimates in the Pacific and Cook Islands.
	  ○ Detailed knowledge of the technical, engineering and technological systems bridge design
	  ○ Demonstrated knowledge and experience of the impacts of Climate Change and sea level rise in Pacific Island Countries and Cook Islands
	  ○ An extensive knowledge of structural, geotechnical and civil works and design within the Pacific Islands
	• Provide an additional proposal document as part of their submission the outlines procedures and innovative methods the tenderer proposes in order to achieve key results;
	  ○ Works program
	  ○ Community consultations
	  ○ Bridge Design
	  ○ Project cost control
	  ○ Tender documents, etc.		

Scoring -Minimum Standard	To be considered further for this attribute, Tenderers must meet the following minimum standard: • The Tenderer completed the track record table in section A7 of the Form of Tender • The Tenderer completed the list of referees in section A8 of the Form of Tender		

To supply and construct 4 x header tanks for Aitutaki water supply – tender evaluation

Non Price Criteria	Weighting	Local company 1	Local company 2	International company 1	International company 2	Local company 3
Locally established company and/or locally supplied resources (labour and/or materials)	5	4.8	4.1	3.0	0.0	4.3
Acceptance of the contract terms	10	9.5	8.5	9.3	9.4	9.3
Track Record	10	8.1	4.8	9.0	8.9	9.1
Programme	5	3.8	2.6	3.5	4.4	4.6
Total Non Price	30	26.2	20.0	24.7	22.7	27.2
Price Score	70	70.0	26.2	42.8	51.9	33.5
Total Score	**100**	**96.2**	**46.2**	**67.5**	**74.5**	**60.7**

Rusetaneti Taaloga

Project Management and Engineering Consultant
Samoa Aviation and Roads Investment Project
Samoa Airport Authority

Introduction

Project:

- Samoa Aviation & Roads Investment Project (SARIP)
- World Bank (WB) funded grant project
- Approx. US$66 mil with $29 mil assigned to SAA investments
- US$ 13mil assigned from Regional IDA*
- US$ 16 mil assigned from National IDA

- **IDA – International Development Association*

Project Objectives

- To improve the climate resilience and safety of the Samoa's aviation and road sectors;
- In case of an eligible crisis or emergency, respond promptly and effectively to it.
- The project is implemented by the SAA* for aviation components, and LTA** for road components.

- **SAA – Samoa Airport Authority*
- ***LTA – Land Transport Authority*

Aviation Activities

- Site-level flood resilience strategy (Drainage Masterplan);
- Update of the Aviation Sector Strategy, and SAA Masterplan;
- Rehabilitation of seawall at Faleolo;
- Upgrade of drainages within Faleolo;
- Upgrade of navigational aid equipment at Faleolo;
- Supply of new Rescue-Fire Trucks
- Supply & installation of a new Automated Weather Station;
- Feasibility studies and designs of new facilities at Faleolo

Does SARIP implement any of the PQIP's?

Local Content: Use local labour, develop local talent, support local businesses?

☑ **YES**

Value for Money: Generate positive social and economic values?

☑ **YES**

Climate Resilience: Build resilience to future impacts of climate change?

☑ **YES**

Does SARIP implement any of the PQIP's?

Responsible Borrowing and Governance: Borrow sustainably, spend transparently and accountably?

☑ **YES**

Social and Environmental. Safeguards protect the environment, people and livelihoods.

☑ **YES**

Inclusivity. Infrastructure for all, inclusively developed.

☑ **YES**

Private Sector Investment. Incentivise private sector to finance and develop infrastructure.

☑ **YES**

So what's the problem?

Let's focus on one PQIP for today!

Local Content

What's working?

For Local Content:

- ✓ Align with the objectives of Samoa's national strategies including aviation and SAA plans;
- ✓ Creates local employment opportunities;
- ✓ Contributes to enhancing technical knowledge for SAA staff;
- ✓ Procurement models encourage local participation;
- ✓ Civil works now require 30% local labour force

What are the challenges?

For Airport Projects – there are limitations:

1) Only two international airports in Samoa
   - Faleolo International Airport (main)
   - Fagalii Airport (flights to American Samoa)
2) High capital costs of equipment and other assets
3) Staff require specific certifications to carry out aviation-related services.

Limitation: Only 2 international airports

Limited opportunity for growth on a local level

- **Pavement Upgrades**
  - Different loading designs – different from road specifications
  - Design life up to **10-15 years** or more
  - Limits growth for local consultancy & construction companies
  - Opportunities to learn will come once every 10-15 years.
  - Learned skills & knowledge **cannot** be effectively retained

What does that imply?

- **The same applies to:**
  - Navigation Equipment
  - Communications Equipment
  - Airfield Lighting
  - Rescue Fire-fighting Vehicles

Effects of limited growth for locals?

❖ Procurement Challenges

- **Constrained ability to bid as a lead firm for airport project works**
  - Limited opportunities to work = less experience gained
  - Less experience = unable to qualify as main bidders
  - Only able to subcontract/sub-consult under foreign companies
  - Subcontracting and subconsultant experience not assessed during evaluations
  - Cycle continues and growth in these areas remains stagnant

Limitation: High Capital Costs

Projects limited to only the capital cost of a new asset

- **Less focus on maintenance support**
  - Airport projects require more maintenance support to continually train local staff

- **Why is maintenance support required?**
  - Increases their capabilities and grows their experience
  - Also helps to prolong asset life

Limitation: Aviation Certifications

Project funding is limited to project support & project implementation training

- **Less focus on aviation specific certifications**
  - Each airport division carry out specific services, and each service usually requires certifications before anyone is able to carry out their services
  - **Examples:** Air Traffic Controllers, Aviation Securities, Navigational & Surveillance Certifications, etc.

Limitation: Aviation Certifications

Project funding is limited to project support & project implementation training

- **Why is this support important?**
  - Lack of available local courses to cover these areas especially aviation fields;
  - Training opportunities, are only available through job opportunities through SAA;
  - Supporting the certification of SAA staff also helps to retain knowledge within SAA and making the organization self-sustaining;
  - Helps to build career paths for individuals interested in the aviation industry/sector

What ways can we overcome these challenges?

- **More project support for local content through:**
- Equal focus on funding for maintenance contracts;
- Equal focus on funding for training and certification of aviation staff;
- Secondments of staff to overseas airports for continuous training;
- Working with other Pacific Island countries to share knowledge on shared experiences;
- Sharing of resources between Pacific Island countries to help improve local and regional capacity in the Pacific.

Q & A

Pacific Region Infrastructure Facility

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