



Completion Report

Project Number: 47233-001
Technical Assistance Number: 8514
April 2017

Fiji: Transport Sector Planning and Management

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TA Number, Country, and Name:		Amount Approved: \$800,000	
TA 8514-FIJ: Transport Sector Planning and Management		Revised Amount: Not Applicable	
Executing Agency: Ministry of Finance	Source of Funding: TASF-Others	Amount Undisbursed: \$24,158.48	Amount Utilized: \$775,841.52
TA Approval Date: 25 Nov 2013	TA Signing Date: 17 Jan 2014	Fielding of First Consultants: May 2014	TA Completion Date Original: 25 May 2015 Actual: 31 Dec 2016 Account Closing Date Original: 25 May 2015 Actual: 08 March 2017
<p>Description</p> <p>Transport infrastructure and services underpin Fiji's economic growth and social development. Rural industries such as sugar cane farming, forestry, and tourism rely on road access. Remote rural and island communities in Fiji depend on rural access roads, rural jetties, and safe, reliable maritime and aviation routes in order to access economic and social services. Tourism is Fiji's primary foreign exchange earner and relies on safe and efficient mobility, internal freight distribution and, increasingly, on port facilities, safe and well-charted shipping lanes, and access to island destinations. Prior to approval of the TA, transport sector strategy was articulated through the 20-year Fiji National Transport Sector Plan (1993–2013) (FNTSP). Given the importance of the transport sector to support key economic and social sectors, and following a request from the government in 2013, ADB approved the TA to support a comprehensive update of the FNTSP. The TA was to be implemented over 18 months. The executing agency was the Ministry of Finance (MOF)^a and the implementing agency was the Ministry of Works, Transport, and Public Utilities (MWTPU).^b A steering committee was chaired by MWTPU with members from Ministry of Finance, Ministry of Strategic Planning.^c</p> <p>Expected Impact, Outcome, and Outputs</p> <p>The expected impact of the TA is more efficient, safe, and effective land and maritime transport infrastructure. The outcome is approved national transport sector policies and plans. The outputs included: (i) a transport sector assessment and roadmap, and (ii) a 20-year investment plan for land and maritime transport infrastructure and inter-modal links. As part of the second output, an investment project for potential development partner financing was identified and feasibility studies for it were prepared.</p> <p>Delivery of Inputs and Conduct of Activities</p> <p>At approval, the TA provided for consulting services totaling 20 person-months of international and 9 national person-months. International consultants comprised a team leader/transport planner (7 person-months), civil engineer (4 person-months), maritime specialist (2 person-months), asset management specialist (2 person-months), financial management specialist (3 person-months), environmental safeguards specialist (1 person-months), social and poverty specialist (1 person-months). National consultants comprised of a deputy team leader/transport planner (9 person-months). Consulting services were recruited using quality and cost based selection (80:20), and the recruitment time from advertising the consultant services recruitment notice to issuance of the notice to proceed was 159 days. Five extensions of the TA were required to bring the cumulative extension to 19 months. The extensions were a result of (i) difficulties in obtaining data on traffic counts, and infrastructure upgrading and maintenance costs, (ii) additional scope to include the preparation of project documentation for 3 crossings in Western Division, and (iii) the impact of Tropical Cyclone Winston which hit Fiji in February 2016. At TA completion, a total of 24.5 of international person-months and 6.15 of national person-months were utilized. Consultants performed satisfactorily and fulfilled their terms of reference. MOF and MWTPU as the executing and implementing agencies provided adequate counterpart staff, office space, and administrative support where required. ADB conducted regular review missions and jointly monitored performance of consultants with the government.</p> <p>Evaluation of Outputs and Achievement of Outcome</p> <p>Output 1 – The TA produced the final transport sector assessment, and land and maritime transport policies on September 2015. They were endorsed by the Cabinet in February 2016, and formally launched by the Ministry of Infrastructure and Transport (MIT) in July 2016. The land and maritime transport policies support the overarching national policies and strategies and provides: (i) overall transport sector policy direction; (ii) policy on cross-cutting issues including gender, climate change adaptation and mitigation, and good governance; (iii) policy on institutional roles and development including roles and functions of government transport agencies, delegation and outsourcing of functions, and public-private sector coordination; and (iv) technical policy direction for the land and maritime transport sub-sectors. The policies have been endorsed by the government to guide transport sector planning and management, and will be updated by MIT at no more than 5 year intervals.</p> <p>Output 2 – The TA supported the preparation of the Transport Infrastructure Investment Sector Project (TIISP). ADB approved a \$100 million loan to the Government of Fiji on 5 December 2014 to finance the project. The project successfully leverages direct value added cofinancing from the World Bank through an additional IBRD loan of \$50 million. Project</p>			

documentation including technical assessments and cost estimates, economic analysis, financial management assessment, environmental and social management framework, and land acquisition and resettlement framework were delivered to ADB on time in August 2014 for timely project approval. Despite several challenges (due to insufficient data on traffic volumes, population catchments, and costs for road upgrading and maintenance), the TA produced the 20 year Fiji Transport Infrastructure Investment Plan (FTIIP) that sets out the investment policy, priorities and projected investment in the national road network and rural maritime transport infrastructure over the period 2017 to 2036. The FTIIP should be updated at no more than five year intervals.

Overall Assessment and Rating

The TA is rated successful in achieving its outcome and outputs. The TA was highly relevant, as it provided updated transport sector policy, following the expiry of the preceding Fiji National Transport Sector Plan 1993-2013. The TA did not duplicate work by development partners, and its outcomes were aligned with the ensuing country partnership strategy, which was approved after Fiji's successful democratic elections.^d The TA design was appropriate to achieve the intended outcome of approved national transport sector policies and plans. The TA was effective, as MIT endorsed the sector assessment, and updated land and maritime transport policies prepared by the TA. Moreover, the TA verified the Fiji Roads Authority (FRA) asset management plan through the FTIIP. It successfully prepared the TIISP, jointly financed by ADB and the World Bank, and endorsed by the government. TIISP is currently being implemented and supports the FTIIP by rehabilitating national road and maritime transport infrastructure, and reducing the maintenance backlog inherited by FRA. The TA was less than efficient. Delivery of output 1 was delayed by about six months, while delivery of FTIIP component of output 2 was delayed by about one year. Delays were attributed to unavailability of data, and the changed priorities that needed to be reflected in the FTIIP due to Cyclone Winston. The TA is likely sustainable, since the updated policies and plans have been endorsed by the government and support national objectives in the transport sector.

Lessons Learned

The unavailability of data on traffic volume and growth, pavement roughness and strength, bridge condition, inventory of maritime infrastructure assets, and heavy vehicle loads delayed the formulation of the FTIIP. An assessment on the data available in the sector should be undertaken prior to the formulation of an investment plan.

Recommendations and Follow-Up Actions

The Ministry of Economy and MIT should lead the implementation of the FTIIP. The successful implementation of the FTIIP is contingent on available financial resources in the sector, either from the government's central budget or from external sources such as development partner financing. Successful implementation will also require sufficient technical and administrative capacity within the lead agencies.

The land and maritime transport policies and the FTIIP are technical documents that require continuous awareness building in the government. The ongoing TA 8777-FIJ: Strengthening Transport Coordination Capacity approved on 5 December 2014 could be utilized to provide greater awareness to government transport agencies and ensure that the transport policies continue to be implemented and updated.

FNTSP = Fiji National Transport Sector Plan, FRA = Fiji Road Authority, IBRD = International Bank for Road Construction Development, MIT = Ministry of Infrastructure and Transport, MOF = Ministry of Finance, MWTPU = Ministry of Works, Transport, and Public Utilities, TIISP – Transport Infrastructure Investment Sector Project.

^a The Ministry of Finance changed its name to the Ministry of Economy in 2016.

^b The Ministry of Works, Transport, and Public Utilities changes its name to the Ministry of Infrastructure and Transport in 2015.

^c The Ministry of Strategic Planning, National Development, and Statistics merged with the Ministry of Finance in 2015.

^d ADB. 2014. *Fiji Country Partnership Strategy 2014–2018*. Manila.