

Document of
The World Bank

Report No: RES10494

RESTRUCTURING PAPER
ON A
PROPOSED PROJECT RESTRUCTURING
OF
TONGA TRANSPORT SECTOR CONSOLIDATION PROJECT
TO THE
KINGDOM OF TONGA

July 18, 2013

Timor-Leste, Papua New Guinea and the Pacific Island
Sustainable Development Unit
Sustainable Development Department
East Asia and Pacific Region

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CURRENCY EQUIVALENTS
(Exchange Rate Effective May 21, 2013)

Currency Unit = Tongan pa'anga (TOP)
TOP 1 = US\$ 0.57
US\$ 1 = TOP 1.75

Other currency equivalents

Australian dollar (AUD) 1 = US\$ 1.02
US\$ 1 = AUD 0.98

Special Drawing Rights (SDR) 1 = US\$ 1.49
US\$ 1 = SDR 0.67

FISCAL YEAR

July 1 – June 30

ABBREVIATIONS AND ACRONYMS

AusAID	Australian Government Overseas Aid Program
AUD	Australian Dollar
CEO	Chief Executive Officer
GoA	Government of Australia
GoT	Government of Kingdom of Tonga
IDA	International Development Association
ISR	Implementation Status Report
MoF	Ministry of Finance and National Planning
MoI	Ministry of Infrastructure
MoT	Ministry of Transport
MoW	Ministry of Works
PDO	Project Development Objective
PRIF	Pacific Region Infrastructure Facility
PST	Project Support Team
SDR	Special Drawing Rights
SOE	State Owned Enterprise
TAL	Tonga Airports Limited
TOP	Tongan Pa'anga
TSCP	Tonga Transport Sector Consolidation Project
US\$	United States Dollar

Regional Vice President:	Axel van Trotsenburg
Country Director:	Franz R. Drees-Gross
Sector Director:	John Roome
Sector Manager / Director:	Michel Kerf
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DATA SHEET

Tonga

Tonga Transport Sector Consolidation Project (P096931)

EAST ASIA AND PACIFIC

EASNS

Basic Information									
Project ID:	P096931			Lending Instrument:	Specific Investment Loan				
Regional Vice President:	Axel van Trotsenburg			Original EA Category:	Partial Assessment (B)				
Country Director:	Franz R. Drees-Gross			Current EA Category:	Partial Assessment (B)				
Sector Director:	John A. Roome			Original Approval Date:	28-Jul-2008				
Sector Manager:	Michel Kerf			Current Closing Date:	31-Dec-2013				
Team Leader:	Christopher R. Bennett			Report No:	RES10494				
Borrower:	Ministry of Finance								
Responsible Agency:	Ministry of Transport, Tonga Airports Ltd.								
Restructuring Type									
Form Type:	Short Form			Approval Authority:	Regional Vice President Approval				
Restructuring Level:	Level 2			Explanation of Approval Authority:	The proposed new closing date extends the project by more than two years from the original closing date.				
Financing (as of 15-May-2013)									
Key Dates									
Project	Ln/Cr/TF	Status	Approval Date	Signing Date	Effectiveness Date	Original Closing Date	Revised Closing Date		
P096931	IDA-H4160	Effective	08-Jul-2008	17-Jul-2008	12-Dec-2008	31-Dec-2011	31-Dec-2013		
P096931	TF-99585	Effective	29-Jul-2011	23-Aug-2011	06-Oct-2011	31-Dec-2013	31-Dec-2013		
Disbursements (in Millions)									
Project	Ln/Cr/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P096931	IDA-H4160	Effective	USD	5.44	5.44	0.00	4.80	0.66	89

P096931	TF-99585	Effective	USD	10.30	0.00	0.00	3.98	6.32	39
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Policy Waivers

Does the project depart from the CAS in content or in other significant respects?	Yes []	No [X]
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Does the project require any policy waiver(s)?	Yes []	No [X]
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A. Summary of Proposed Changes

The proposed changes include: (i) an extension of the current closing date of the project to December 31, 2015, (ii) reallocation of funds between project components to provide support to the newly created and consolidated Ministry of Infrastructure, and (iii) modification of the results framework to reflect these changes and to include new IDA Core Indicators.

The changes will provide sufficient time for the completion of all scheduled works and provide support to the Government of the Kingdom of Tonga and newly created Ministry of Infrastructure through a change management process.

B. Project Status

The implementation progress of the project was initially rated at satisfactory in May 2009. However, by June 2011, delays in the project implementation resulted in a moderately unsatisfactory rating. A number of factors contributed to the project's poor performance.

The project has shown sustained improvement since the middle of 2012. The issues which affected project performance were addressed, and the project has successfully implemented many of the key activities including: (i) the first year periodic maintenance program; (ii) award of the road safety corridor program; (iii) commencement of the national routine maintenance program.

In light of the improved project performance, the implementation progress of the project was rated as moderately satisfactory in May 2013, and achievement of PDO as satisfactory. With the requested extension, the project's objectives will be achieved and no further delays in implementation are foreseen.

C. Proposed Changes

Financing

Change in Loan Closing Date(s):

Explanation

It is requested the closing date of the project be extended until 31 December, 2015. The extension will allow sufficient time for the completion of all the scheduled works, under the project.

Ln/Cr/TF	Status	Original Closing Date	Current Closing Date	Proposed Closing Date	Previous Closing Date(s)
IDA-H4160	Effective	31-Dec-2011	31-Dec-2013	31-Dec-2015	31-Dec-2013
TF-99585	Effective	31-Dec-2013	31-Dec-2013	31-Dec-2015	31-Dec-2013

TONGA
TONGA TRANSPORT SECTOR CONSOLIDATION PROJECT

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TONGA TRANSPORT SECTOR CONSOLIDATION PROJECT RESTRUCTURING PAPER

A. SUMMARY

1. This Restructuring Paper proposes to introduce the following changes to the Tonga Transport Sector Consolidation Project (TSCP) (Project P096931, Grant No. H416-TO, PRIF Grant No. TF099585) as part of a Level 2 restructuring:

- Extend the current closing date of the IDA and PRIF grants from December 31, 2013 to December 31, 2015;
- Reallocate funds between project components to provide support to the newly created, consolidated Ministry of Infrastructure (MoI); and,
- Modify the results framework to reflect these changes and to include new IDA Core Indicators.

The proposed changes are designed to: (i) ensure sufficient time for the completion of all scheduled works; and (ii) provide support to the Government of the Kingdom of Tonga (GoT) and MoI through a change management process.

B. PROJECT STATUS

2. The Project Development Objective (PDO) is to assist Tonga so that “the transport sector has (i) stronger policy, planning, and regulatory institutions and framework, (ii) improved safety and security facilities and compliance with international safety and security standards, and (iii) greater domestic capacity for road rehabilitation and maintenance”. The PDO will not be changed and continues to be achievable.

3. TSCP has four components:

- **Component A:** Establishment of a sustainable transport sector policy, and institutional and operational framework;
- **Component B:** Provision of high priority strategic reviews and investments for compliance with mandatory safety and security standards required under international agreements, treaties and obligations;
- **Component C:** Further investments consistent with the policy/planning frameworks and investment plans developed in Component A for supporting the transition towards sustainability in the transport sector; and,
- **Component D:** Provision of project implementation support.

4. The IDA grant of SDR 3.4 million (US\$ 5.5 million equivalent) became effective on December 12, 2008. Some 89% of the IDA grant has disbursed and the remaining funds are fully committed. On December 13, 2010 the project was significantly upscaled through the provision of an additional US\$ 10.3 million grant from the Government of Australia (GoA) Global Recovery Funding, disbursed through the Multi Donor Trust Fund for the Pacific Regional

Infrastructure Facility (PRIF, TF071309)¹. The original closing date of December 31, 2011 was extended to December 31, 2013.

5. Due to delays in replenishing the PRIF trust fund, it was not before July 2011 that additional funds from the December 2010 restructuring were released to the project. This significantly delayed the signing and initiation of contracts. To date, US\$ 3.98 million of the PRIF funding has been disbursed (39%), with the total commitments at 56%. Subject to approval of the extension to the closing date, commitments are forecast to reach 88% by the end of calendar year 2013.

6. On July 11, 2012 a Level 2 restructuring was approved to: (i) change the implementing ministry's name from Ministry of Transport (MoT) to the Ministry of Infrastructure (MoI); (ii) include Operating Costs, Training and Workshops in the disbursement table; (iii) include retroactive financing to the PRIF Grant agreement; and, (iv) change reporting requirements. The restructured project included a three year program of road maintenance activities, focusing on creating employment and creating domestic capacity for road maintenance, as well as a major road safety program. Priority investments in the maritime sector were also included.

7. TSCP has faced a number of major challenges, outside of the control of the project, which affected implementation, including:

- i. In August 2009 the *MV Princess Ashika* ferry sank with a loss of 72 people. This incident, and the subsequent Royal Commission of Enquiry, caused major disruptions in the transport sector, particularly in MoT, which was responsible for regulatory oversight. The MoT Minister was removed and, although cleared of any wrong-doing by the Commission, the CEO's contract was not renewed.
- ii. In September 2009 the northern island group (Niuas) was impacted by a tsunami, requiring significant reconstruction efforts in the small country.
- iii. The parliamentary election in 2010 led to a degree of uncertainty with regard to the level commitment for implementing some of the previously prepared policies. Many key positions in MoT, including the new Minister and CEO, were not filled for some time due to the government transition.
- iv. Road maintenance works were disrupted due to stronger than usual cyclonic weather.
- v. In 2012, as part of a government-wide restructuring, GoT merged MoT with the Ministry of Works (MoW) to create the MoI.

8. The TSCP implementation progress was also slowed through this period due to other reasons, including:

- i. The MoT undertook, but was unable to finalize in a timely manner and to an acceptable standard, a maritime needs assessment, losing a separate grant from AusAID provided for this purpose due to the delays²;
- ii. The MoT lacked available appropriate senior managerial and technical staff, not only to oversee project implementation but, more importantly, to help reform and consolidate

¹ US\$ 9.32 million was recorded in the Project Paper to the Board associated with the scaling up restructuring. A further US\$ 1 million was provided for road safety after Board but prior to effectiveness.

² The TSCP project ended up financing the maritime needs assessment as this was critical to providing a road map to how to proceed with investments in the maritime sector.

- the functions of the MoT by applying the extensive and wide ranging recommendations prepared under the project through the working papers, studies and technical manuals;
- iii. Many key positions were unfilled, including the Directors of Marine and Ports and of the Civil Aviation Division in MoT, or had resignations including the CEOs of the MoT and Tonga Airports Ltd. (TAL) as well as the Project Manager and Procurement Advisor of the Project Support Team (PST);
 - iv. The creation of the MoI further reduced the project implementation capacity due to the demands to manage the integration of the two large ministries; and,
 - v. The upskilling of small and medium sized Tongan contractors to be able to successfully price and bid for road maintenance work (hitherto entirely carried out by the Ministry of Works) using competitive bidding procedures took longer than anticipated.

9. As a result of the unsatisfactory performance and lack of progress with road maintenance activities, after close consultations with the Bank, including a joint meeting with the GoT Cabinet Economic Development Committee, AusAID advised the Bank on December 9, 2011 that it would withhold AUD 2 million which was to be allocated towards the year two and year three road maintenance activities. With the appointment of a new Project Manager, Procurement Advisor and Contracts Manager for the PST, and the subsequent appointment of a new CEO for the MoI, the issues that had delayed implementation were addressed, including: (i) key staff from the former MoW were assigned to participate in the road maintenance program, supported by a project-funded Roads Advisor and a substantive Director of Civil Aviation appointed; (ii) a Maritime Advisor was hired to assist MoI; and, (iii) the CEO of MOI took on the responsibilities of the position of the Director of Marine and Ports.

10. The project has shown sustained improvement since the middle of 2012. Currently, progress towards achieving the project development objective is rated as 'Satisfactory' and project implementation progress is rated as 'Moderately Satisfactory'. The project was able to successfully bid the first year periodic maintenance program, the road safety corridor program, as well as the national routine maintenance program. Emerging Tongan road contractors won the bids for all works activities.. In 2012, 84 km of roads were maintained and rehabilitated, and during 2013 the forecast is to reach 220 km of roads. The GoT has established a 'Road Fund' to ensure long-term sustainable funding for road maintenance. Investments in the maritime and aviation sectors have also made good progress. In light of the improved project performance, the Government of Australia restored AUD 2 million to the project on March 27, 2013.

11. **Safeguards.** The only safeguard policy triggered is Environmental Assessment OP/BP 4.01. The original project was rated as a Category C project since there were very limited civil works investments. In 2010 the restructured project was reclassified as a Category B project due to the inclusion of civil works activities for road maintenance. The project's Environmental Management Plan (EMP) was updated in 2010, and the most recent updated version was disclosed through the Infoshop on May 29, 2013. The project's safeguard performance has been confirmed as satisfactory during implementation support missions.

12. **Financial Management.** The project has complied with Bank financial management requirements. Audit reports of the project are unqualified and there are no overdue audits. Financial Management Rating from latest archived PRIMA Assessment (May 6, 2013) was 'Satisfactory'.

13. **Procurement.** There have been regular supervision missions and the procurement has been rated as ‘Satisfactory’.

C. PROPOSED CHANGES

14. **Closing Date Extension.** The restructuring will extend the closing date of the project by 24 months to December 31, 2015 to enable the completion of scheduled road maintenance works affected by the earlier delays.

15. **Reallocation of Grant Funds.** Table 1 summarizes the proposed changes in the allocation of funds for project activities from the original project and the 2010 restructuring. Key changes since the 2010 restructuring are: (i) the land transport activities were increased by US\$ 1.08 million, reflecting the additional funding provided by the GoA for road safety investments including the introduction of road safety audits and civil works to address safety deficiencies; (ii) decrease in the funding for maritime activities due to the cancelling of a coastal watch emergency radio system since the final cost was estimated at over twice the available budget; (iii) increased funding for supporting change management of the new organizational structure, and reformed functions of MoI; and (iv) increased funding for project management/support to the extended closing date..

Table 1: Project Finance By Sector/Activity

Sector/Activity	Finance By Sector/Activity					
	(\$US m)			%		
	Original (2008)	Restructured (2010) ^{1/}	Proposed (2013)	Original (2008)	Restructured (2010) ^{1/}	Proposed (2013)
Aviation	2.84	3.36	3.32	52.2%	22.7%	21.1%
Land Transport	0.40	6.06	7.14	7.4%	41.1%	45.3%
Maritime	0.42	2.88	1.58	7.6%	19.5%	10.0%
MoI and Project Support	0.93	1.99	3.54	17.0%	13.5%	22.5%
Unallocated	0.85	0.47	0.16	15.8%	3.2%	1.0%
TOTAL	5.44	14.76	15.74	100%	100%	100%

Note: 1/ A further AUD 1 million was provided by the GoA for road safety activities subsequently to the 2010 restructuring.

16. **Results Framework.** The project results framework (Annex 1) has been updated to reflect the revised closing date and expected project deliverables³. An indicator related to the establishment of a State Owned Enterprise (SOE) for the MoW equipment pool was dropped as a detailed study found that the proposed SOE would not be financially viable and therefore could not be established in accordance with Tongan legislation. Future options for the equipment pool, as well as other non-core activities in MoI, are being addressed through the change management process.

D. APPRAISAL SUMMARY

³ The 2010 results framework did not differentiate between periodic and routine maintenance as it was only envisaged that periodic maintenance would be done. The revised framework differentiates between the two, as well as ensuring that all appropriate IDA Core Indicators are included.

17. There is no need for a fresh appraisal as the proposed changes do not affect the earlier economic, technical, social or environmental aspects to the project.

18. **Risks.** The overall implementation risk is Moderate, as the implementation and organizational issues which affected the project earlier have since been successfully addressed.

**ANNEX 1: Results Framework and Monitoring
TONGA: TRANSPORT SECTOR CONSOLIDATION PROJECT**

Revisions to the Results Framework		Comments/ Rationale for Change
PDO		
<i>Current (PAD)</i>	<i>Proposed</i>	
The objective of the project is to assist the Recipient to develop its transport sector to have (i) stronger policy, planning and regulatory institutions and framework; (ii) improved safety and security facilities and compliance with international safety and security standards, and (iii) greater domestic capacity for road rehabilitation and maintenance.”	No change	
PDO indicators		
<i>Current (PAD)</i>	<i>Proposed change</i>	
MoI functioning as a fully integrated ministry responsible for compliance and safety oversight of land, sea and air transport	No change	
ICAO certification of safety and security at Fua’amotu airport	No change	
Proper systems in place for safe maritime travel	No change	
Consultants as well as small and medium domestic contractors with capacity for implementing effective road maintenance	No change	
	<i>New Indicator:</i> Rural roads rehabilitated: 35 km by 2015	New IDA core indicator.
	<i>New Indicator:</i> Non-rural roads rehabilitated: 5 km by 2015	New IDA core indicator.
	<i>New Indicator:</i> Roads in good and fair condition ⁴ as a share of total classified roads: 70 by 2015	New IDA core indicator.
	<i>New Indicator:</i> Number of kilometers of roads under regular maintenance. The target of 194 km is that planned to be covered by the TSCP. With the establishment of a road maintenance fund the total network of 645 km should be under maintenance.	New indicator meeting AusAID’s reporting requirements. Based on all the primary and secondary roads receiving regular maintenance.

⁴ i.e. with an IRI of 5-8 and 8-15 respectively.

Intermediate Results indicators		
<i>Current (PAD)</i>	<i>Proposed change*</i>	
<i>Component A - Intermediate</i> <i>Result indicator One:</i> Appropriately skilled staff recruited by MoI and equipped to fulfill their respective mandate.	No change	
<i>Component A - Intermediate</i> <i>Result indicator Two:</i> Completion of aviation, land transport and maritime sector investment plans	No change	
<i>Component B - Intermediate</i> <i>Result indicator One:</i> Improved security arrangements and compliance with requirements for international air transport	No change	
<i>Component B - Intermediate</i> <i>Result indicator Two:</i> Installation of maritime safety equipment completed	No change	
<i>Component B - Intermediate</i> <i>Result indicator Three:</i> Road safety audit completed for Tongatapu	No change	
<i>Component C - Intermediate</i> <i>Result indicator One:</i> Number of domestic consulting firms with full capability to design and supervise road maintenance	No change	
<i>Component C - Intermediate</i> <i>Result indicator Two:</i> Number of domestic small and medium sized domestic contractors trained and participating in bidding	No change	
<i>Component C - Intermediate</i> <i>Result indicator Three:</i> SOE established for providing specialized equipment for contractors	Dropped	Detailed study the proposed SOE would not have been financially viable and therefore could not be established in accordance with Tonga's legislation. The equipment pool, as well as other non-core activities in the MoI, are being addressed through the change management process.
<i>Component C - Intermediate</i> <i>Result indicator Three:</i> Number of kilometers of rural roads maintained	Dropped	Replaced by core PDO indicator

Project Development Objective (PDO): The objective of the project is to assist the Recipient to develop its transport sector to have (i) stronger policy, planning and regulatory institutions and framework; (ii) improved safety and security facilities and compliance with international safety and security standards, and (iii) greater domestic capacity for road rehabilitation and maintenance.”															
PDO Level Results Indicators*	Core	D=Drop ped C=Conti nue N= New R=Revised	Unit of Measu re	Baseline (April 2008)	Cumulative Target Values**							Freq- uency	Data Source/ Method- ology	Respons ibility for Data Collecti on	
					2008	2009	2010	2011	2012	2013	2014				2015
Indicator One: MoI functioning as a fully integrated ministry responsible for compliance and safety oversight of land, sea and air transport	□	C		Nine separate entities with some transport sector function				(i) MoI functioning as a fully-integrated ministry responsible for compliance and safety oversight of land, sea and air transport in Tonga with all necessary legal approvals accompanying its new responsibilities. (ii) Definition of the new roles of MoI and relevant ministries in respect of land transport.		(i) MoI functioning as a fully-integrated ministry responsible for compliance and safety oversight of land, sea and air transport in Tonga with all necessary legal approvals accompanying its new responsibilities. (ii) Definition of the new roles of MoI and relevant ministries in respect of land transport.			Annual Report	Supervision Missions , progress reports	MoI, PST

Indicator Two: ICAO certification of safety and security at Fua'amotu airport	<input type="checkbox"/>	C	%	Fua'amotu airport ICAO compliance: Security 48%; Fire & Safety 53%; Air traffic management 56% reliable; Operation 50%;				Certification of the Fua'amotu International Airport in accordance with TCAR Parts 139 and 157 (22 April 2008).		Certification of the Fua'amotu International Airport in accordance with TCAR Parts 139 and 157 (22 April 2008).			Annual Report	ICAO review	TAL, PST
Indicator Three: Proper systems in place for safe maritime travel	<input type="checkbox"/>	C		Sea navigation aids missing or in disrepair and ferry terminals in poor condition and without lights				Adoption of investment plan to address issues identified in 2010 needs assessment		Maritime safety aids identified as priorities in 2010 needs assessment installed and operational			Annual Report	Supervision missions, progress reports	MoI, PST
Indicator Four: Consultants as well as small and medium domestic contractors with capacity for implementing effective road maintenance	<input type="checkbox"/>	R	km	Road maintenance done by international contractors or public sector (Ministry of Works)							75 km of roads designed, supervised and maintained by Tongan companies		Annual Report	Supervision missions, progress reports	MOW, PST
Indicator Five: Rural roads rehabilitated	<input checked="" type="checkbox"/>	N	km	0							35		Annual Report	Supervision missions, progress reports	MOW, PST
Indicator Six: Non-rural roads rehabilitated	<input checked="" type="checkbox"/>	N	km	0							5		Annual Report	Supervision missions, progress reports	MOW, PST

Indicator Seven: Roads in good and fair condition as a share of total classified roads	<input checked="" type="checkbox"/>	N	%	10								70	Annual Report	Supervision missions, progress reports	MOW, PST
Indicator Eight: Number of kilometers of roads under regular maintenance	<input checked="" type="checkbox"/>	N	km	0								194	Annual Report	Supervision missions, progress reports	MOW, PST

INTERMEDIATE RESULTS															
Intermediate Result (Component A): MoI established with clear roles, functions and responsibilities with adequate staff and resources, providing necessary sector guidance.															
Indicators	Core	D=Drop C=Continue N= New R=Revised	Unit of Measure	Baseline (April 2008)	Cumulative Target Values**							Frequency	Data Source/ Methodology	Responsibility for Data Collection	
					2008	2009	2010	2011	2012	2013	2014				2015
<i>Intermediate Result indicator One:</i> Appropriately skilled staff recruited by MoI and equipped to fulfill their respective mandate.	<input type="checkbox"/>	C		MoI insufficiently staffed to fulfill its obligations.			Government confirms structure for MoI and MOW	Appointment of all division heads		All senior positions at MoI filled with qualified staff			Annual Report	Supervision missions, progress reports	MoI
<i>Intermediate Result indicator Two:</i> Completion of aviation, land transport and maritime sector investment plans	<input type="checkbox"/>	C		No plans in place.			Aviation, land transport and maritime plans completed.		Investment plans adopted and under implementation.				Annual Report	Supervision missions, progress reports	MoI
Intermediate Result (Component B): High Priority Investments in Infrastructure Completed															
<i>Intermediate Result indicator One:</i> Improved security arrangements and compliance with requirements for international air transport	<input type="checkbox"/>	C		(i) No ICAO action plan. (ii) No navigational equipment acquired. (iii) No fire truck. (iv) ICAO security audit not addressed. (v) ICAO highest		(i) Action plan to address ICAO regulatory and related requirements established and in operation	(ii) Navigation equipment acquired, installed and operational.	(iii) Fire truck acquired and operational (iv) CCTV security system operational	(v) ICAO highest priority areas addressed.	(i) Action plan to address ICAO regulatory and related requirements established and in operation. (ii) Navigation equipment acquired, installed and operational.			Annual Report	Supervision missions, progress reports	TAL, PST

				priorities not addressed.						(iii) Fire truck acquired and operational. (iv) 100% of ICAO 2007 Security Audit addressed (v) ICAO highest priority areas addressed.					
<i>Intermediate Result indicator Two:</i> Installation of maritime safety equipment completed	<input type="checkbox"/>	C		(i) No ferry lights installed. (ii) Ferry terminal improvements not done. (iii) Navigational aids not installed.		Navigation lights installed and operational	Completion of Year 1 program of maritime needs	Completion of Year 2 program of maritime needs		All maritime safety equipment installed		Annual Report	Supervision missions, progress reports	MoI, PST	
<i>Intermediate Result indicator Three:</i> Road safety audit completed for Tongatapu	<input type="checkbox"/>	C		No road safety audit available.			Road safety audit completed and recommendations under implementation.					Annual Report	Supervision missions, progress reports	MoI, PST	
Intermediate Result (Component C): Investments in Other Infrastructure Completed															
<i>Intermediate Result indicator One:</i> Number of domestic	<input type="checkbox"/>	C		0			3		3			Annual Report	Supervision	MoI, PST	

consulting firms with full capability to design and supervise road maintenance															missions, progress reports	
<i>Intermediate Result indicator Two:</i> Number of domestic small and medium sized domestic contractors trained and participating in bidding	<input type="checkbox"/>	C		0				3	5	8				Annual Report	Supervision missions, progress reports	MoI, PST
<i>Intermediate Result indicator Three:</i> SOE established for providing specialized equipment for contractors	<input type="checkbox"/>	D		No sustainable equipment rental mechanism exists				Sustainable equipment rental mechanism exists								
<i>Intermediate Result indicator Four:</i> Number of kilometers of rural roads maintained	<input checked="" type="checkbox"/>	D	km	0						15	45	75				