

FINAL REPORT



WATER SECTOR SUPPORT PROGRAMME

WaSSP-07



Samoa Water Sector Institutional Analysis

JUNE 2007

FINAL REPORT

Ref: OSM/WaSSP_07 /MA/Project Doc/

JUNE 2007

VERSION 0.1

CLASS: RESTRICTED.

Prepared by:



Author(s) :		
Mr Sebastian Mariner/ Mr Winston Timaloa	Project Engineer & Team Leader/ Project Legal Officer	Date:
		Signature:

Verified & Approved by :		
Noumea Simi	Contracting Authority	Date:
		Signature :

Distribution List:

Name	Position	Entity

About this Document

The purpose of this document is to submit for review and approval, the Final Report for the Samoa Water Sector Institutional Review WaSSP-07 undertaken by OSM Consultants Limited.

The Review approach was conducted at a strategic level involving discussions with CEO's, GM's and ACEO's of the respective stakeholders. As a result, the findings and recommendations from the Institutional Arrangements review is at a high level which is necessary to develop the necessary platform for future projects under WaSSP.

It is noted that numerous reference documents were not of any particular relevance or current to be able to extract key findings relevant to the review.

The Final Report incorporates changes from feedback resulting from obtaining additional documents in April and May 2007 following the key stakeholder workshop relating to Stage 4 of the Water Sector Institutional Review as per our agreed response to the tender.

The Strategy and Action Plans is attached as Appendix Two to the report. The costing to conduct the activities and Terms of References associated with the Action Plans around each of the Recommendations are attached to the report in Appendix Four and remain unchanged from the draft costing submitted earlier for consideration by the Project Sponsor.

The Action Plans is subject to further amendments and to ongoing discussions with the project sponsor. The budgets to undertake the specific tasks described in this report are provided for project sponsor comment and approval.

Contents

Acronyms Used in the Report.....	6
1. Executive Summary	7
2. Introduction	8
Background	8
3. Approach to Review	10
4. Desktop Literature Review.....	11
Objectives	11
Approach	11
Key Challenges - Desktop Literature Review	12
Key Lessons and Learnings	13
Fiji Pilot Programme for Water Governance (PFWG)	13
5. Institutional Inventory.....	15
Objectives	15
Approach	15
Key Findings from Institutional Inventory	16
6. Gap Analysis.....	20
Objectives	20
Approach	20
7. Recommendations	22
Rationale for Water Governance Framework	23
Recommendation One: To establish a national coordinating body	25
Rationale	25
Current Situation	25
National Water Council	27
Water Secretariat Function	27

FINAL REPORT

Water Resources Tribunal	28
Specific Action Points	28
Recommendation Two: Capacity Building of WRD	29
Recommendation Three – Water Legislation Reform	29
Action Plans	30
Appendix One.....	31
Documents Reviewed and Institutional Inventory	31
Appendix Two	35
Water Management Reform Strategy	35
Background	35
Key Recommendations.....	35
Building Blocks that underpin the Water Reform Strategy.....	35
Explanation behind the Building Blocks	37
Water Management Policy	37
Water Legislation	37
National Coordination Body, Institutional Development & Capacity Building	38
Water Resources Information	38
Planning	38
Consultation and Public Awareness Raising	38
Rationale for Water Management Reform Strategy	39
Proposed Process for Implementing the Water Reform Strategy.....	39
Shaping Political Dynamics within the Water Sector	40
Explanation of each of the Action Areas	42
Identify key players within the Sector	42
Behaviour of Leaders or Lead Agencies in support of Sector Reform	42
Adopting or Employing Symbols associated with the Sector Reform	42
Building Stability throughout a Changing Environment	43

FINAL REPORT

Action Areas	44
Appendix Three	45
Consultation Meetings	45
Appendix Four	46
budgets and costing	46
Appendix Five	47
workshop presentation	47
Endnotes.....	48

ACRONYMS USED IN THE REPORT

ADB	Asian Development Bank
EPC	Electric Power Corporation
EU	European Union
GoS	Government of Samoa
ISP	Institutional Strengthening Programme
IWP	International Waters Programme
IWRM	Integrated Water Resources Management
MAFF	Ministry of Agriculture Forestry and Fisheries
MNRE	Ministry of Natural Resources Environment and Meteorology
MOF	Ministry of Finance
MOH	Ministry of Health
MWCSD	Ministry of Women, Culture and Social Development
MWTI	Ministry of Works Transport and Infrastructure
NWRMS	National Water Resources Management Strategy
PUMA	Planning Urban and Management Agency
SOPAC	South Pacific Islands Applied Geoscience Commission
SPREP	South Pacific Regional Environmental Programme
SUNGO	Samoa Umbrella of Non Government Organisations
SWA	Samoa Water Authority
WaSSP	Water Sector Support Programme
WRD	Water Resources Division

EXECUTIVE SUMMARY

The review of the institutional arrangements that govern water resources management in Samoa provides a snapshot of the current challenges faced and recommendations and action points to address these challenges.

To carry out the review, a five stage approach was adopted that consisted of (1) Literature Review, (2) Institutional Inventory and Key Stakeholder consultations, (3) Gap Analysis, (4) Recommendations and Action Points, (5) Workshop on Findings.

The broad themes that came out of the review and in particular through the gap analysis are as follows:

- Lack of overarching water related legislation to provide a coordinated approach to allocation and regulation of water related activities in Samoa (especially in relation to water resources management).
- Fragmentation and duplication of functions across key stakeholders and no clear demarcation as to which stakeholder is to lead particular functions.
- The absence of a mandated water sector coordination body to develop policy and regulate water sector wide initiatives in the National Interest.
- Lack of financial and human resources to implement an effective water resources management programme in Samoa.
- Institutional reviews and arrangements to date focused more on water supply/services rather than water resource.
- The focus of ISPs to date has been on water services and in many instances SWA have been given the lead responsibilities on all water related matters when it may conflict with their legal mandates and core business activities as a corporation.

Translating these findings into recommendations, a National Strategy and Action Plan was developed and attached as appendix 2 in this report to provide a framework for addressing these challenges.

One of the key learning adopted from previous studies conducted in the Pacific region, in particular Fiji and of particular relevance to this review was the need to establish and implement a Water Governance Framework that underpins all water related activities in Samoa. This is viewed as absolutely essential to support a "sector wide approach" as alluded to in many of the reference documents reviewed. The Water Governance

FINAL REPORT

framework if established and implemented would assist in addressing a number of the challenges outlined above.

Furthermore, to establish and implement the Water Governance framework, requires GoS and key stakeholder buy-in. Without this, then it would be difficult to roll out any of the action plans. It is noted that the recommendations within the report have a direct/indirect impact of the current situation. If the recommendations are supported by GoS, then it is likely that this will result in resources being directed to those stakeholders that will take a lead role in implementing the water resources management strategy, namely MNREM.

It is envisaged that the report provides for further dialogue for the funders and key stakeholders to discuss the findings from the review with a review of supporting the recommendations and action points.

2. INTRODUCTION

The Government of Samoa ("GoS") in conjunction with its donor partner the European Union agreed to roll out the Water Sector Support Programme ("WaSSP) over the next 5 years (2006-2010). As part of the WaSSP Sector Orientation component, one of the key projects identified was the need to carry out a review of the institutional arrangements governing the management of freshwater resources within Samoa. Consequently an Institutional Review and analysis was commissioned in December 2006 to review the institutional arrangements currently in place to oversee freshwater resources management in Samoa.

The key outcome from the review was the establishment of an agreed plan of action to strengthen institutional arrangements in the water sector for GoS. This report sets out the key learnings and findings from the review conducted by OSM Consultants between January 2007 and April 2007, based on desktop research and consultations with key stakeholders in the Water Sector of Samoa. The basis of the review and final report has been undertaken at a strategic level with a primary focus on recommendations to support a whole of systems change in water resources management in Samoa.

BACKGROUND

FINAL REPORT

A number of previous studies and assessments identified the need to prioritise water resource management in Samoa. A number of key documents that act as the building blocks for this project are as follows:

- National Environmental & Development Management Strategy (1993)
- National Water Resources Policy (updated in 2004)
- Strategy for the Development of Samoa (2005 – 2007)
- National Water Services Policy (in draft)
- National Water Resources Management Strategy (in draft April 2007)
- Water for Life Water Sector Plan and Framework for Action (in draft 2007)

Prior to the institutional review, a number of important institutional reforms within GoS had taken place, in particular:

- The restructuring of roles and functions of the Ministry of Agriculture and Forestry and Fisheries (“MAFF”) and Ministry of Natural Resources Environment and Meteorology (“MNREM”), in particular the transition of watershed management from MAFF to MNRE to enable integrated watershed management in support of other environmental work;
- The meteorological office being transferred from MAFF to MNREM;
- The establishment of a new division (Water Resources Divisions hereinafter referred to as “WRD”) within MNREM to take responsibility for the above roles and functions. It is expected that WRD will be the lead the formulation of the water resources management strategy;
- Establishment of a Planning and Urban Management Agency (“PUMA”) to enhance sustainable development within Samoa with PUMA being located within MNREM; and
- New legislation being enacted for Water Services (Samoa Water Authority Act 2003) and sustainable development (Planning and Urban Management Act 2004).

3. APPROACH TO REVIEW

In order to meet the key deliverables within the project, a five stage approach was adopted. The approach is set out in the following table including a broad description of activities and timeframes for completing each stage of the project.

Table 1 – Approach to Review

Stages	Activity	Timeframe
1	Desktop Literature Review Review consisted of sourcing documents from key stakeholders. Reference to all documents reviewed as listed in the appendix 1.	January – May 2007
2	Institutional Inventory Organising and confirming key one to one in-depth interviews and group discussions with key stakeholders. Reference to Stakeholders consulted following initial review of key documents are listed in appendix 1	Feb 2007
3	Gap Analysis Identification of information gaps from stages 1 & 2 of the project	March – May 2007
4	Recommendations/Strategies Reviewing findings and thematic insights from stages 1, 2 & 3 and outlining recommendations, translating into action points	May 2007
5	Workshop and Final Report Workshop with key stakeholders (CEO's and ACEO's level) to present draft findings and recommendations from the Review Draft Report incorporating any changes from feedback from the review as well as further review of documents received	April 2007 May 2007 June 2007

FINAL REPORT

	following the workshop Final Report	
--	--	--

A more detailed explanation of each stage of the approach is set out in sections four to seven of this report.

4. DESKTOP LITERATURE REVIEW

OBJECTIVES

The objective of the Desktop Literature Review was to source all available and relevant documents on the reviews of water in Samoa including but not limited to:

- Work undertaken by the IWP;
- Outcomes of ISPs;
- External and Regional Analyses of water resource management;

The key output from the desktop review was to identify lessons learned and good practices around water resource management within Samoa and abroad that could be applied to Samoa.

APPROACH

OSM Consultants ("OSM") sought assistance from the project sponsors to facilitate initial contact with all key stakeholders identified for the project in order to obtain key documents for the review. In turn, the project sponsors sent out letters to all identified stakeholders for their cooperation and assistance in forwarding all relevant documents to OSM in connection to the project. OSM followed up the correspondence sent out by the project sponsors via phone calls, email correspondence and visits with each of the stakeholders to obtain and uplift the documents. This process was commenced in December 2006 and continued throughout the duration of the project. OSM were still receiving documents as at May 2007 for the review.

An extensive number of reports were obtained from the project sponsors and key stakeholders and are listed in Appendix One. OSM reviewed over fifty documents that included but not limited to financial estimates for individual Government Ministries and Departments, Corporate and Annual Plans, Strategic Plans, Legislation, Reviews on

FINAL REPORT

Environment, high level ISP documents and more. OSM went through an extensive process of sorting out all documents obtained into two categories, namely “Relevant” and “Non-Relevant”.

The documents were received from the following key stakeholders:

- SWA
- MNREM
- MAFF
- MOH
- PUMA
- MWCSD
- EPC
- MWTI
- SUNGO
- MOF
- WSMU
- Chamber of Commerce

KEY CHALLENGES - DESKTOP LITERATURE REVIEW

One of the preconditions agreed to with the project sponsor was the importance of sourcing all the relevant documents at the start of the project in order to inform and progress to the remaining four stages of the project. However, this was not the case with a number of relevant documents being sourced throughout the duration of the project as late as May 2007.

The key challenge from the review stage was accessing relevant documents in the early stages of the project. Of all the documents listed in Appendix One, only a handful were of particular relevance in informing the review. In particular, the ISP reports were limited for key stakeholders. However, an ISP report was obtained from AusAID that captured high level outcomes and reviews of ISPs across various government agencies.

Other key challenges noted under this stage are as follows:

- A lack of relevant and current information from the key stakeholders relating to their functions in relation to water resource management.
- Difficulty in sourcing and obtaining specific ISP reviews and outcomes from key departments and organizations due to stakeholders not having any records of ISP reviews;

FINAL REPORT

- Difficulty in sourcing reviews on legislative changes and recommendations pertaining to the Water Sector;

KEY LESSONS AND LEARNINGS

Overall, the documents pertaining to water resource management in Samoa identified the problems and issues faced in the Water Sector in Samoa. It also identified a number of recommendations from previous studies to address these issues which have not been auctioned. The review did not identify any good practices but highlighted the problems faced with past and current institutional settings governing water management. These findings provide good baseline understanding surrounding the current problems. The key learnings identified are as follows:

- A lack of a coordinated and cohesive framework for water resources management across GoS;
- There were numerous references within relevant documents to the need to adopt and prioritise an IWRM approach within Samoa but no evidence of this happening in practice.
- Relevant documents prepared by SPREP provided the key platform for recommendations for environmental reform as far back as 1993. However, up to 2007, it is apparent that no implementation of these recommendations were evident with the exception of the development of the NWRP in 2001;
- There is no mechanism to effect legislative reform in relation to Water management. For example, at present the Water Act 1965 still exists but in accordance with recommendations from previous legislative reviews conducted under an IWP project for DLSE back in 2001 as well as the SWA Act review & recommendations in 2001, the Water Act has not been repealed and still remains;
- There has been no key legislative reforms around Water Resource Management with the exception of the Water Authority Act 2003 being enacted in 2004;
- Existence of a National Water Resources Policy updated in 2004 when watershed management transitioned from MAFF to MNRE;

FIJI PILOT PROGRAMME FOR WATER GOVERNANCE (PFWG)

The most relevant documents from abroad was the review of institutional arrangements and water related projects in Fiji. A number of key reference documents were obtained from SOPAC that provided context and support for this project¹. The reports on the pilot programme for Water Governance in Fiji are of particular relevance to Samoa's situation as it encapsulates the requirements to enhance the institutional arrangements for freshwater resources management in Samoa. To this end, **OSM note that a lot of learnings and references sought to inform the recommendations and action**

FINAL REPORT

points under this project were largely based from the lessons and learnings and recommendation from the Fiji experience.

The key findings from the institutional review in particular the lessons abroad in Fiji identified the essential building blocks to establish a Water Governance Framework for effective and sustainable water resources management are as follows:

- Policy on water resources
- Legislation for water resources management
- National coordination of water resources
- Institutional development
- Planning mechanisms
- Water resources information
- Technical capacity
- Education and Awareness

Further discussions on each of the above building blocks for creating a Water Governance framework are covered in the Recommendations & Actions section of the report.

5. INSTITUTIONAL INVENTORY

OBJECTIVES

The key aim of this stage was to carry out a stock-take of the current and pending water resources management in Samoa.

APPROACH

From 10 – 16 February 2007, OSM arranged and conducted twelve consultation meetings, (consisting of a mixture of one to one in-depth interviews and focus group discussions) with key stakeholders. These meetings were held between 10 – 16 February 2007 consisting of meeting with key heads of organizations at the CEO, ACEO and GM level. A list of the stakeholders consulted during this stage is attached as Appendix Two.

Given the tight timeframe to conduct the consultation process with an extensive list of key senior personnel and taking into account their time constraints, the discussions were only confined to a number of broad priority areas to inform the overall current and pending institutional arrangements.

The key thematic areas covered during the consultation meetings follows:

- What are their priority areas in relation to water resource management
- Their specific areas of responsibility in relation to different aspects of water resources management;
- Legislative mandates in relation to water resources management;
- Current organization perceptions in implementing their roles and functions relating to water resources management;
- Impediments to being able to do carryout their work;
- Mechanisms for resolving disputes between stakeholders;
- Capacity Requirements relating to water resource management;

It is noted that there were a lot of similarity in terms of the feedback provided by the stakeholders and this is further captured in the gap analysis section of the report. To this end, the consultants have highlighted key feedback from a number of stakeholders listed above.

For the purpose of this section, we have outlined those stakeholders that have a direct relation to water sector wide initiatives. We note that stakeholders mentioned earlier but not included in this section complemented and supported the views of the stakeholders listed below.

KEY FINDINGS FROM INSTITUTIONAL INVENTORY

Samoa Water Authority

SWA are one of the key stakeholders within the Institutional Review. SWA are the responsible government corporation for managing the supply of freshwater resources to over 85% of the Samoa population.

SWA have been instrumental as the lead coordinating agency in the development of the Water for Life Water Sector Plan and Framework for Action document that underpins the required work programme pertaining to Water Services in Samoa.

SWA would like to see clear and agreed processes for engaging with other stakeholders around water resource management issues as from SWA perspective there are at present no clear rules of engagement or an adjudicating function to determine areas of conflict, dispute and overlapping functions.

SWA acknowledge that there is no single point of coordination for all water resource management work. This puts an enormous amount of pressure on SWA to take a lead role "by default" on water related projects when it is not within the ambit of its responsibilities.

SWA alluded to the unresolved issues around the line of responsibility for providing services to Independent Water Schemes or Village Management Schemes (VMS). Further dialogue needs to take place as to whether or not the VMS are to remain autonomous but with support around treating and maintaining the catchment areas.

SWA note that one of the unresolved areas that affects their ability to deliver services is the outstanding issues around land ownership and access to water resources especially where legislation around who owns the rights to land and access to water resources conflicts with customary and cultural practices within the village settings. This is viewed as an ongoing issue in the area of where hard infrastructure in the form of water supply pipes needing to be layed down on customary land or accessing water catchment areas on or underground.

Ministry of Natural Resources Environment and Meteorology

FINAL REPORT

One of the recent institutional changes has been the restructuring of the Department of Land Survey and Environment to form a Policy led organization in the form of the Ministry of Natural Resources Environment and Meteorology.

The transition has also resulted in a number of increased portfolios under MNREM, in particular the recent transition of Watershed management and meteorological services to MNREM under the WRD. WRD is one of eleven divisions within MNREM and have recently been established to take over functions managed by MAFF but also to lead the development of the NWRMS. Discussions with WRD senior personnel identified a number of development areas were that needed to be prioritised in order to be fully equipped to undertake its roles and functions as WRD. OSM received a copy of the NWRMS in April 2007 which outlined a number of key objectives for WRD. The paramount priority for WRD is the role of taking the lead in drafting and setting policy and regulation around water resources management.

Ministry of Health

The MOH are responsible for overseeing the monitoring of freshwater supplies from a Public Health perspective. In discussions with its key representative, the MOH primarily see their function relating to water resource management as advisory. MOH has the ability as set out in the Water Authority Act 2003 to direct the SWA to address issues relating to the quality of drinking water that has the potential of affecting the public from a public health point of view.

Ministry of Women , Culture & Social Development

In discussions with Executive management team members, MWCSA see their role as facilitating and brokering working relationships with Village communities on various government policies that have an a direct impact on village communities. In relation to water resource management requirements, MWCSA are actively engaged with the Village Managed Schemes ("VMS") through the assistance of their Internal Affairs Division within the Ministry. MWCSA advocate the support of VMS and are further supported by the feedback from Villages that oversee their own schemes wishing for support in the areas of ongoing maintenance and monitoring of the water quality.

MWCSA struggle to see the overlap in terms of water related initiatives and who is responsible for determining the rules of engagement between the various ministries and government corporations that have a responsibility over water related initiatives within the core business.

FINAL REPORT

It is noted that there are current outstanding issues that have the direct involvement and participation of MWCSD to facilitate and mediate. These issues concern land ownership and access to water resources as well as the divergent views of particular interest groups relating to the implementation and ongoing support for Village Managed Schemes. It is noted that within the time constraints of this project, that these issues are noted for ongoing discussions as to how to address as part of the further work programmes under WaSSP in the future.

Ministry of Works Transport and Infrastructure

MWTI are very clear that their role is around the drainage and storm water systems especially in relation to the development of roading infrastructure and power lines.

MWTI would like to see a clear and agreed protocol for engaging with SWA especially in the area of laying out new roads and access points and where it could affect existing water pipes.

Ministry of Agriculture Forestry & Fisheries

MAFF key areas of concern surrounded the need to develop an Irrigation Strategy as well as the need to develop restrictions as to the uncontrolled clearance of forests for agriculture in watershed areas.

It noted that a major portfolio of its responsibilities surrounding water resource management was transitioned to MNREM including the resources associated with this function.

Electricity Power Corporation

In discussions with senior management within EPC, the key area requiring development surrounds a regulatory framework to oversee and monitor the work activities of government corporations.

EPC supported the need for clear roles and responsibilities being set out in government policy and legislation to regulate and prioritise areas of national importance such as water resource management. For example, EPC expressed support for a mechanism that would adjudicate and rule over specific activities or programmes undertaken by EPC or other key stakeholders pertaining to water resources that may have a direct/indirect negative impact on another stakeholders activities or work programmes.

FINAL REPORT

SUNGO

SUNGO expressed concerns at trying to identify how all key players fit within the matrix of responsibilities relating to water resources management.

SUNGO, like MWCSO had a clear role to work with NGO's and Village communities in the areas of supporting VMS in the areas of information dissemination and advocacy on the needs of its members.

SUNGO expressed the willingness to continue to advocate for its members but noted the lack of resourcing to assist with supporting this work programme ongoing.

PLANNING URBAN MANAGEMENT AGENCY

PUMA is one of eleven divisions within the MNREM. PUMA were able to articulate its direct involvement with water resource management concerned flood management within the urban and town area as well as floodplain development.

PUMA primary focus is around "sustainable development". PUMA take the view that any urban development needed to be considered within a framework of sustainable development.

PUMA have recently completed an ISP funded through ADB around the Implementation of the Urban Planning and Management Strategy. The key ISP areas covered were:

- Institutional development and strengthening of PUMA
- Increased private sector participation in urban planning and management
- Improved urban infrastructure and services; and
- Improved physical environment of the urban and peri-urban areas

6. GAP ANALYSIS

OBJECTIVES

To identify any gaps, overlaps or conflicts in existing institutional arrangements for water resources management.

APPROACH

Following the desktop literature review and institutional inventory stages, OSM undertook a gap analysis of all pertinent information gathered. In summary, the gap analysis further strengthens and supports the findings from the literature review and consultation feedback from key stakeholder meetings of the key challenges faced for water resources management. The following key themes encapsulate the structural constraints and issues faced by the current institutional arrangements that are suppose to support water resources management in Samoa. These structural constraints would hinder the ability to implement a cohesive national water resources management strategy such as:

- Inconsistent legislative framework regulating the Water Sector wide initiatives especially in the areas of water resources management;
- Fragmentation and duplication of roles and functions across key stakeholders in the Water Sector;
- Key Stakeholders working in a reactive environment that are dependent on cabinet directives as well as project to project priorities;
- Lack of a Water Governance Framework to underpin and determine the Water Sector Priorities and initiatives taking into account a whole of government approach to sector wide priorities ;
- Absence of a nationally mandated coordinating body to develop policy and regulate water sector wide initiatives;
- MNRE are in the process of setting up the Water Resources Division yet not recognized yet as a budget line item under PSC;
- Lack of relevant and current information to identify the needs of key stakeholders around capacity and capability to prioritise and develop water resources management strategies and action plans;
- A general acceptance that there needs to be a concerted effort put in by each stakeholder group that have a direct/indirect role within water related activities

FINAL REPORT

but generally there is a lack of coordinated function and resources (financial and human) to be able to implement a Water sector wide approach;

7. RECOMMENDATIONS

The findings from the literature review, institutional inventory and gap analysis clearly suggest a number structural and systemic constraints currently faced by the GoS or for that matter lead stakeholders such as MNREM and SWA in implementing a sector wide approach to water resources management.

A number of key reference documents explicitly stated the need to adopt a sector wide approachⁱⁱ or within the international community terminology, an integrated water resources management strategyⁱⁱⁱ in order to prioritise water related initiatives within the overall development objectives and priorities of GoS.

OSM received significant feedback from the stakeholder discussions expressing their willingness to collaborate to achieve a common goal on water sector initiatives. However what was missing was the “how to” factor in achieving a coordinated and workable solution to the current problems.

As mentioned under the literature review section of the report, further research was undertaken by other institutional frameworks and models taking place in the Pacific region with a view to identifying lessons learned and areas of good practice that could be relevant to the current project.

From this review, the consultants identified the pilot Programme for Water Governance undertaken in Fiji. The pilot came about from the work carried out by SOPAC via a Pacific submission to the European in 2002 for a programme to take place in Fiji^{iv}.

The SOPAC Pacific submission identified a number of “building blocks” required to establish a Water Governance Framework at a national level. The building blocks became the work programme for the Fiji pilot Programme for Water Governance that commenced in September 2005.

The consultants support the recommendations within the pilot Programme for Water Governance with the focus on the key building blocks to establish and enhance a Water Governance framework that could be applied within the Samoan context.

The key building blocks for establishing a Water Governance framework are:

- National water policy
- Development of a National coordinating body to oversee the work programmes of line ministries and government corporations that have a direct/indirect role on water related initiatives

FINAL REPORT

- Development of a comprehensive water legislation framework that supports and regulates water resources managements
- Assessment of Institutional Development for water resource management and water allocation
- Developing a water planning capacity
- Identification of water resources information
- Technical capacity building requirements for key agencies directly responsible for water resource management
- Development of public awareness and education programmes on water management

RATIONALE FOR WATER GOVERNANCE FRAMEWORK

The water sector is extremely complex as it involves cross sector involvement and engagement at all levels of the public sector, private sector and community. By taking a whole of systems approach to the Water Sector, then the above building blocks are paramount in trying to break down the complexity by viewing the sector as cohesive system. The building blocks provide a framework in which to steer all water related initiatives through a prioritized and coordinated process.

Water governance has been defined as the political, social, economic and administrative systems that are in place to develop and manage water resources and delivery of services at different levels of society (GWP)[1]. The concept of water governance includes the design of public policies and institutional frameworks that are socially acceptable and have strong social support. Water policies and the process for their formation should have as its end goal the sustainable development of water resources^v.

The focus of the recommendations and action plans is on “water governance” to establish and strengthen the function of GoS around water resources management by way of fostering a coordinated sector wide approach towards water resources management in Samoa.

The framework aims to provide GoS with the toolkits in developing the appropriate working protocols across line ministries, government corporations and other key stakeholders on water related initiatives.

FINAL REPORT

In consultation with the project sponsor, the consultants have prioritized three key areas following the workshop in April 2007 to concentrate on in the short to medium term (1 – 3 years). To this end, the recommendations for action are:

RECOMMENDATION ONE: TO ESTABLISH A NATIONAL COORDINATING BODY

This recommendation comes under institutional development building block. This is a critical step in the short to medium term. In light of the recommendations from the Fijian pilot Programme for Water Governance (PfWG), an amendment to the recommendations made at the April workshop would an additional body being set up. Therefore, the recommendation is for three new bodies be established by the GoS with the following functions, being:

- National Water Council – to provide a coordinating, advisory and consultative role at a high level within the machinery of government, mandated by legislation. Following stakeholder feedback from the workshop, the term Council would be more appropriate as opposed to a Board so as not to confuse with roles and functions of other similar boards across other sectors;
- Water Council Secretariat – to provide administrative support to the Water Council mandated by legislation this will be discussed further under Recommendation Two;
- Water Tribunal – an independent judiciary body to adjudicate against disputes on water resources management mandated by legislation;

In addition, the addition the GoS should add water resources management as an explicit ministerial portfolio.

RATIONALE

Water resources management activities are being undertaken to some degree but are fragmented and often done on an ad hoc basis outside a structured framework to prioritise and rationalize resources. The current approach does not support a move towards a sector wide or IWRM approach to water management.

The recommendation, subject to political backing gives priority to water resources management as a distinct function of government, as opposed to water supply which is often confused and seen as one of the same.

The recommendation will require both political and administrative change.

CURRENT SITUATION

In the context of Samoa, a de facto structure already exists in the form of the joint water sector steering committee overseeing the WaSSP and Sanitation/Drainage programmes funded by EU and ADB. The primary difference between the status quo and the recommendation is that the status quo is driven on a project by project basis, which determines the incentives and drivers for stakeholders to participate. At the

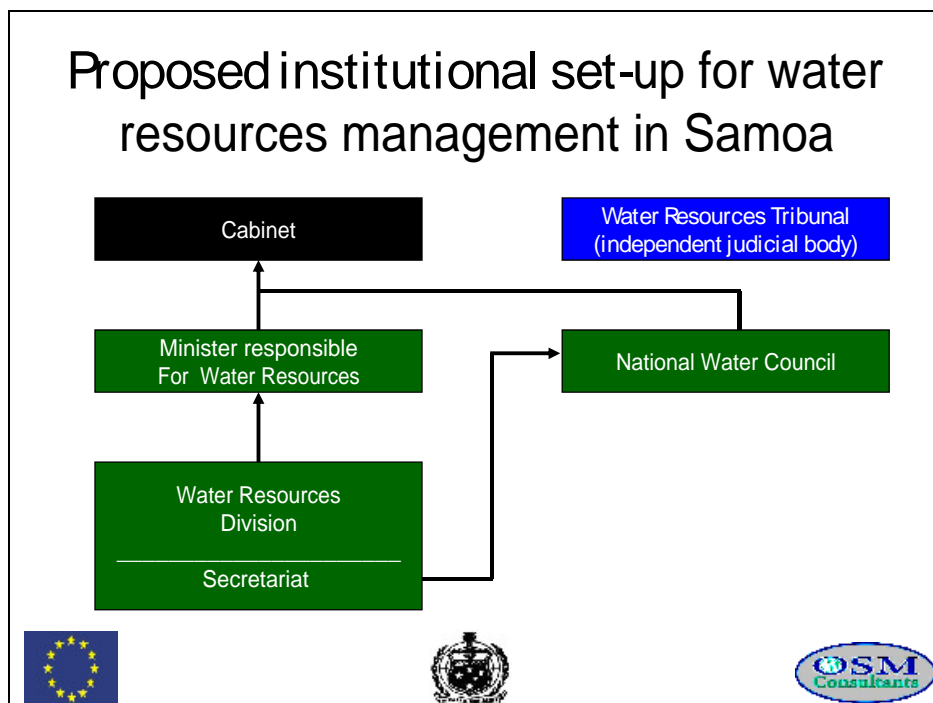
FINAL REPORT

conclusion of projects, such de facto structures are disbanded and the momentum and knowledge built up as a result of the function is dissipated. The recommendation aims to “institutionalise” through legislation and that these new institutional roles are set up with the purpose of prioritizing water management as a whole of government initiative.

From an administration perspective, key observations made from the review are:

- Lack of an administrative focus for water resources management at present;
- WRD has recently been established within MNREM to take on this role, however no resources for water management has been committed (i.e. around hard and soft infrastructure to support technical capacity building within WRD);
- There doesn't appear to be a clear demarcation between the role of actively managing water resources compared with the provision of water supplies/services.
- Lack of supporting water legislation to mandate the role of WRD around water resources management.

The recommendations for institutional development is illustrated as follows:



The key components are:

FINAL REPORT

1. National Water Council – to be a high level advisory body to Cabinet
2. Water Secretariat - to support the Work programme of the National Water Council and drive water reform initiatives with key stakeholders as directed by the National Water Council
3. Water Tribunal – to adjudicate water allocation disputes

NATIONAL WATER COUNCIL

The consultants note that recommendations made in this section are consistent with the recommendations from the Fiji PFWG project as the issues are very similar. Key roles, functions and makeup of Council comprise the following:

- High level coordinating and advisory body to GoS on all water resource management issues;
- Reports directly to the Minister of Water Resources
- Membership to the Council should comprise high level representatives from key stakeholder ministries (CEO or ACEO level), private sector water stakeholders such as native land owners, industry groups, CEOs and GM's of SWA and EPC
- Requires an independent person to head the Council who is respected and has leadership attributes, is able to steer and facilitate divergent views expressed by stakeholders within such a forum
- Council should consider matters referred by GoS, the Minister of Water Resources or matters that the Council decides at its discretion should review, and provide coordinated advice to the GoS
- It would have an advisory role and not a decision making role. It is a policy advice body. This advice would take the form of advising GoS on any matter of national significance pertaining to water resources

WATER SECRETARIAT FUNCTION (SHORT TO MEDIUM TERM PLAN)

The Water Secretariat function is to support the work programmes of the National Water Council . This is a vital component for supporting the Council. If no secretariat is to be created due to resourcing or support issues, then the role and work programme of the

FINAL REPORT

Council would be ineffective. In essence, you cannot have a National Water Council and Committee without a supporting Water Secretariat Function.

WATER RESOURCES TRIBUNAL (LONG TERM PLAN)

- Would be a judiciary body, responsible to adjudicate over disputes between water users.
- Would require a judicial officer within the role as well as experts members in the area of water resources who are independent of the MNREM and WRD
- The purpose of the tribunal is to allow for decisions made by CEO of MNREM around water resource management to be questioned and evaluated
- The determination of the tribunal is binding except appeals to the High Court would be allowed on points of law

SPECIFIC ACTION POINTS

- A Minister given the direct responsibility for water resources management. This is separate from the responsibility for water supply which should be under a different Minister
- A National Water Council be created for the reasons given above
- A Secretariat function for the Council be created to carry out the functions required to support the Council
- A Water Resources Tribunal (long term) to be created to review water allocation decisions made by MNREM.

RECOMMENDATION TWO: CAPACITY BUILDING OF WRD

Specific Recommendations

- To review supports the recommendations set out in the draft National Water Resources Management Strategy (April 2007) developed by WRD.
- In addition, if WRD are to take the lead role in developing and implementing the National Water Resources Management Strategy, then WRD needs to be equipped through an agreed capacity building programme between WRD and the GoS sponsored project.
- WRD have been established as new division within MNREM but needs to be recognized as a budget item within MNREM in its dealings with the Public Service Commission.
- It is important to take into consideration that in recommending these institutional changes to enhance the water resources management, it will require new bodies/functions to be established as set out in recommendation one and in turn will cost.
- In addition, to operationalise water resources management under the new structures will require heavy investment in capacity building (both financial and human that includes a technical component across both aspects). In order to build up the technical human capacity within Samoa to undertake the new functions, TA input is required to assist in facilitating the agreed actions relating to capacity building.

RECOMMENDATION THREE – WATER LEGISLATION REFORM

Numerous reviews have been undertaken in the past on environmental legislation including water related legislation^{vi}. The review undertaken in this project makes the following specific recommendations following extensive research on previous studies and reviews:

- The need for legislative reform in the area of water resources management is required as there is outdated legislation governing water management (i.e. Water Act 1965)
- The need to repeal the Water Act and replace with a Water Resources Act or Water Resources Management Act that institutionalises the water resources management function as discussed in Recommendation One above

FINAL REPORT

- To review the National Water Resources Policy in light of the need to inform the development of legislation to support a Water Resource Management focus within GoS

ACTION PLANS

The Action Plans and costing around each of the Recommendations are attached to the report and remain unchanged, notwithstanding the fact that the work programmes under the National Coordinating Body and Secretariat Body have been amalgamated under Recommendation One in the report. The Action Plans is subject to further amendments subject to ongoing discussions with the project sponsor.

APPENDIX ONE

DOCUMENTS REVIEWED AND INSTITUTIONAL INVENTORY

#	Title	Author	Reference Number
1	Approved estimates of receipts and payments of the Gos for the year ending 30 June 1997	Legislative of Western Samoa Assembly	Paper 1996-1997, Parliamentary No. 1
2	Approved estimates of receipts and payments of the GOS for the year ending 30 June 1998	of Samoa Legislative Assembly	Parliamentary Paper 1997-1998, No. 1
3	Approved estimates of receipts and payments of the GOS for the year ending 30 June 1999	Legislative Assembly of Samoa	Parliamentary Paper 1998, No. 1
4	Approved estimates of receipts and payments of the GOS for the year ending 30 June 2004(in Samoan)	Legislative Assembly of Samoa	Parliamentary Paper 2003-2004 No. 1
5	Approved estimates of receipts and payments of the GOS for the year ending 30 June 2005	Legislative Assembly of Samoa	Parliamentary Paper 2004-2005 No. 30
6	Public Accounts for the year ended 30 June 2002	Government of Samoa	Oct-02
7	Public Sector Investment Programme 2005/2006 - 2007/2008	Government of Samoa	Mar-06
8	Manual on Project Planning and Programming	Government of Samoa	Sep-98
9	Sectoral Planning Manual: Samoa	Government of Samoa	Mar-00
10	Samoa Public Sector Improvement Facility: Operational Handbook 2005 Sept	Ministry of the Prime Minister and Cabinet	Sep-05
11	Partnership for Development 2004-2005	MOF	2003
12	Samoa Health Sector Strategic Plan 2004-2008	MOH	
13	Health Sector Strategic Plan	MOH	

FINAL REPORT

#	Title	Author	Reference Number
14	Ministry of Health Corporate Plan 2002-2004	MOH	
15	National Health Accounts FY 2002/2003	NHA team and steering committee	
16	Ministry of Finance Corporate Plan 2004-2007		
17	Ministry of Agriculture and Fisheries Corporate Plan 2005-2008		
18	Priorities of the People: Hardship in Samoa	ADB	Nov-02
19	ACP-EU Partnership Agreement (Cotonu)	EU	Jun-00
20	The Pacific Plan for Strengthening Regional Cooperation and Integration	Pacific Islands Forum Secretariat	Oct-05
21	Corporate Plan 2000-2003	PWD English & Samoan Version	
22	Corporate Plan 2000-2002	PWD	
23	Corporate Plan 2004 -2006	MWTI	
24	SOSAFF 2004 Situation and Outlook for Samoa Agriculture, and Fisheries 2004	MAFF	November 2004
25	Final Independent Completion Report Samoa-Australia Development Cooperation Ministry of Agriculture and Fisheries Institutional Strengthening Project	MAFF	
26	Health Sector STRATEGIC PLAN 1998-2003 " <i>Partnerships in Health</i> "	MOH	
27	SAMOA Health Sector Strategic Plan 2004 - 2008 A Partnership in Health	MOH	
28	SUNGO Strategic Plan 2006 - 2011		
29	Strategy for the Development of Samoa 2005 – 2007		

FINAL REPORT

#	Title	Author	Reference Number
30	Samoa Sanitation and Drainage Report – PIAC Inception Report		Ref: SSDP/PIAC/RE/ Inception Report 22 June 2006
31	Samoa Rural Water Supply Consolidation Project	KewConsult Ltd	RWSCP/KEW/RE/ Quarterly report October 2006
32	National Environment and Development Management Strategies (NEMS)	SPREP	1993
33	SWA Corporate Plan 2005 - 2008	SWA	
34	MNREM Management Plan 2006-2008	MNREM	
35	MWCSD Corporate Plan 2004 - 2007	MWCSD	
36	SWA ISP Project Completion Report	ACIL Tasman Pty Ltd in association with ActewAGL Ltd	July 2004
37	Review of ISPs in Samoa Final Report	AusAID	2 May 2003
38	National Water Resource Management Strategy	MNREM (WRD)	April 2007
39	Corporate Services Division ISP Input - April 2005 Exit Presentation - Prepared by Dennis Radford	MAFF	22 April 2005
40	An Overview of Integrated Water Resources Management in Pacific Island Countries: A National and Regional Assessment	SOPAC	August 2004
41	Programme for Water Governance Report of pilot initial missions	SOPAC	September 2005
42	Programme for Water Governance Report of Workshop to Develop a Water Strategy - Fiji	SOPAC	December 2005

FINAL REPORT

#	Title	Author	Reference Number
43	Programme for Water Governance Fiji Water Resources Management at National Level final report	SOPAC	September 2006
44	Draft Water Resources Bill 2001		
45	Draft Water Resources Act 1984	Department of Crops	1984
46	SWA ISP Review of Water Authority Act 1003/04 No. 9		May 2001
47	Western Samoa Environmental Legislation Review	SPREP	1993
48	Review of Resource and Environment Related Legislation	Department of Land Survey & Environment	
49	MOF Corporate Plan 2004 - 2007	MOF	
50	EPC Corporate Plan 2006 - 2009	EPC	
51	Draft Water for Life Water Sector Plan and Framework for Action	SWA	August 2006

A final list of all documents sited and reviewed is included in the final report.

APPENDIX TWO

WATER MANAGEMENT REFORM STRATEGY

BACKGROUND

One of the key outputs of the Review is the development of a Strategy outlining the action plans to strengthen the institutional arrangements governing water resource management in Samoa. The Strategy will attempt to cover the following:

- Key Recommendations and Rationale for supporting reform in water management;
- Proposed process for developing and implementing the water reform strategy;
- Proposed activities and action plans associated with implementing the strategy including costing;

KEY RECOMMENDATIONS

The review proposes a number of institutional changes to the current management of water resources in Samoa. The changes are encapsulated within the final report under “Key Recommendations” and further elaborated within the strategy in terms of the coordinated activities (action plans) and timeframes.

The strategy will provide a platform for enhancing water resources management subject to government buy in and support for water reform. It is envisaged that a three year period is adopted in implementing the action plan in the strategy commencing from 1 July 2007 through to 30 June 2010. It is noted that the progress on implementing the reform will be heavily dependent on GoS support as well as resourcing through WaSSP to effect the necessary changes. Furthermore, the reforms will need to be coordinated through a structured political and organization change management process. The change management process is further elaborated in the strategy.

BUILDING BLOCKS THAT UNDERPIN THE WATER REFORM STRATEGY

The water management reform strategy is underpinned by a number of building blocks. These building blocks support the development of a Water Governance Framework and are as follows:

1. Further refinement of the National Water Resources Policy
2. Introduce Legislation for water resources management

FINAL REPORT

3. Establish a National Water Council to advise GoS on water management
4. Establish a Water Resources Tribunal to resolve water disputes
5. Establish a Water Resources Information Platform
6. Establish a Water Secretariat
7. Strengthen WRD Capacity
8. Develop national education and awareness raising initiatives around water resources management

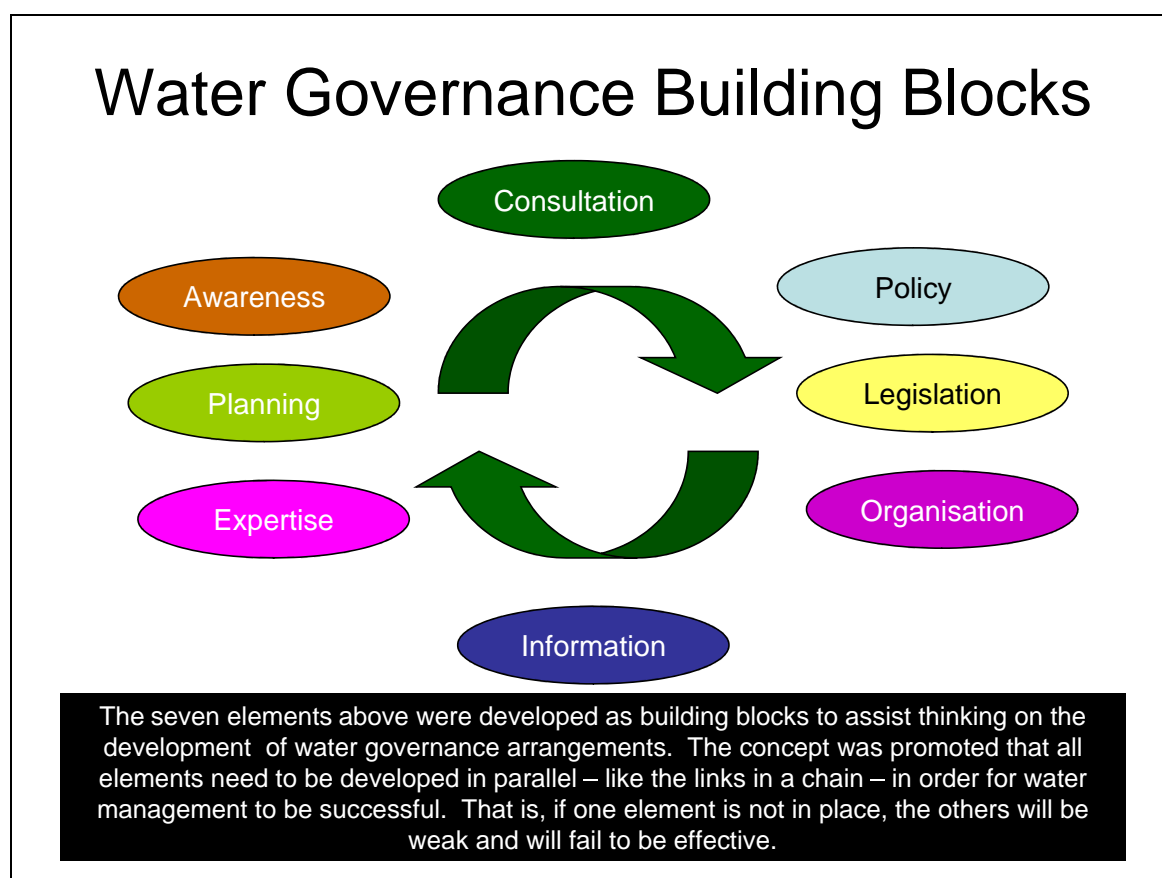


Figure 1 Sourced from SOPAC PFWG report of workshop December 2005

Figure 1 above illustrates a number of building blocks that are essential in implementing a coordinated water management reform strategy. The review highlighted the complexity involved in developing a water resources management strategy given all the key players involved across the public and non public sector and that a whole of

FINAL REPORT

government approach or sector wide approach needed to be adopted in make some progress towards an effective management programme.

The components depicted in Figure 1 also illustrates that the components cannot be worked on in isolation and need to be considered holistically where a number of components need to be developed in parallel.

EXPLANATION BEHIND THE BUILDING BLOCKS

WATER MANAGEMENT POLICY

In general the first principles around policy development will be determined by Government priorities and directives. From the literature review and institutional inventory stages, there appears to be strong support by GoS for a sector wide approach to the Water Resources Management.

At present, a National Water Resources Policy exists and has been updated to incorporate the transition of the DLSE to MNREM as the agency responsible for overseeing the implementation of the policy. The NWRP has been around since 2001 and should be considered as an interim policy with some general broad principles around water resources management.

It is recommended that the NWRP be reviewed in light of the recommendations from the strategy so that there is consistency as well as a coordinated approach around the necessary changes that need to take place as a result of the review.

WATER LEGISLATION

Legislation is required to support and apply water resource management policy. The review recommends legislation reform in order to support water management in Samoa. At present there is no legislation to support the pending water management work especially with MNREM through its WRD taking the lead role developing and overseeing a NWRMS. Extensive work has been carried out in strengthening the water services and supply with the introduction of the revised Water Authority Act 2003. However, no work has been done to revise or repeal the outdated Water Act 1965 which has no place within legislative framework for Water Management in Samoa.

FINAL REPORT

NATIONAL COORDINATION BODY, INSTITUTIONAL DEVELOPMENT & CAPACITY BUILDING

These three building blocks are required to implement and the policy and legislation. The work activities and action plans around these important building blocks are significant and require further development as a separate piece of work. It will form the basis of the action plans and costing that come out of this review.

WATER RESOURCES INFORMATION

The information or intelligence base around water resources data collection and management is a vital building block. Water Information is required to support surface and underground water sources assessment and monitoring as well as evaluating how these water sources are affected by water uses and development. Where there is a lack of solid information platform to capture, assess and evaluate water sources in Samoa, then the ability to be able to make informed decisions based on accurate and reliable data will be questioned especially when dealing with a scarce resource such as freshwater.

PLANNING

This building block is heavily dependent in having all the above building blocks in place and functioning. Planning as a water management tool will not happen or be effective if the above building blocks are not functioning. Planning with reliable information is one of the long term aims of water management as it raises the issues as well as looking for solutions to resolve issues that affect scarcity of freshwater resources.

CONSULTATION AND PUBLIC AWARENESS RAISING

This building block has an ongoing role throughout the water sector reform programme. Awareness raising needs to happen at all levels of society from Government, cabinet and line ministries and other government corporations to private sector and NGO's through to the wider community as Water impacts on all facets of life.

This Strategy and action plans focuses more specifically on the action plans to put into effect the following building blocks.

1. Establishment of National Coordinating Body or National Water Council
2. Establishment of a Water Secretariat

FINAL REPORT

3. Capacity Building of WRD
4. Development of Water Legislation

RATIONALE FOR WATER MANAGEMENT REFORM STRATEGY

The rationale for the strategy is to develop a national level action plans to support the effective and sustainable freshwater resource management in Samoa to address the current and future water resources management challenges.

A number of key challenges that have acted as the impetus for developing the strategy are:

- Decline in the conditions of natural water resources
- Uncontrolled clearance of forests for agriculture in watershed areas
- High per capita water usage
- Increased levels of pollution
- Perceived inefficiencies in some aspects of the water delivery sector
- Gaps in legislative and institutional framework related to integrated water resource management

To this end, the strategy aims to identify the key tools or action areas to address and overcome the above challenges. These action areas are structured into two stages over a three year period. Stage one will be undertaken over **12 months** and would consist of the establishing a functional framework without having to push for any policy development of major legislative reform in the first instance. One of the key action areas under this stage is the establishment of the Water Secretariat. Without this function, then the role of the National Water Council will be ineffective as there will be no capacity to capture the learning. In relation to Years two and three, the key focus will be on consolidating some of the developments over the start up stage and look to further develop policy around water resource management with specific policy development on around water rights ownerships and water access to land as an example of a clear project.

PROPOSED PROCESS FOR IMPLEMENTING THE WATER REFORM STRATEGY

The key to implementing the recommendations from the review and water management reform strategy is **GoS buy in and support**. Without support for reform, it

FINAL REPORT

will be difficult, if not impossible to establish and implement a cohesive and coordinated water management framework in Samoa. It is envisaged that a large part of the stage one activities would run concurrently with the concerted effort of shaping the political dynamics across the water sector key players.

The Water Sector can be viewed as a political system with competing groups, coalitions and interests, each with varying view on any particular change. Some may oppose reform, some maybe disinterested. The reform cannot succeed unless there is a critical mass of support, and building that support amongst the key water sector players is a key problem.

The table below encapsulates some of the key action, rationale and techniques to address the power relationships as a basis of planning and supporting the water management reform process. It is provided as examples only to assist with a strategy around Change Processes to support the changes required to the Water Sector.

SHAPING POLITICAL DYNAMICS WITHIN THE WATER SECTOR

This concept has four specific action areas

Action	Purpose	Technique
Obtain support of key power groups	Build internal critical mass of support for reform process	Identify power relationships such as: <ul style="list-style-type: none">• Key players• Stakeholders• Influence

FINAL REPORT

Action	Purpose	Technique
		<p>relationships</p> <p>Use strategies for building support for change</p> <ul style="list-style-type: none"> • Participation • Bargaining deals • Isolation • Removal
Demonstrate leadership support of the change	Shape the power distribution and influence the patterns of behaviour	<ul style="list-style-type: none"> • Leaders model behavior to promote identification with them • Articulate vision of the future state • Use reward system • Provide support/resources • Remove roadblocks • Maintain momentum • Send signals through informal organization
Use symbols	Create identification with the change and appearance of a critical mass of support	<p>Communicate with</p> <ul style="list-style-type: none"> • Names/graphics • Language systems • Symbolic acts • Small signals
Build in Stability	<p>Reduce excess anxiety</p> <p>Reduce defensive reactions and conflicts</p>	<p>Allow time to prepare for change</p> <p>Send consistent messages</p> <p>Maintain points of stability</p>

FINAL REPORT

Action	Purpose	Technique
		Communicate what will not change

EXPLANATION OF EACH OF THE ACTION AREAS

IDENTIFY KEY PLAYERS WITHIN THE SECTOR

This will consist of the identifying individuals or organizations who have a positive, negative or neutral stake in the reform process. An example would be to diagram and conceptualise the key relationships. This would include but not limited to identifying the stakeholders and their relationships to each other, who influences whom, and what the “stakes” are for each individual or organization.

BEHAVIOUR OF LEADERS OR LEAD AGENCIES IN SUPPORT OF SECTOR REFORM

Leaders in the Water Sector reform (this may include Cabinet, Minister responsible for Water Resources, MNREM (WRD) as lead agency) can greatly shape and create a sense of political momentum around change by sending out signals, providing support and issuing rewards/incentives. Through their behavior, they can provide a vision of the future state and a source of identification for different groups within the organization and wider sector. Leaders can serve as an important conduit for setting the vision of the future state as a result of the reforms and provide support through political influence and needed resources.

ADOPTING OR EMPLOYING SYMBOLS ASSOCIATED WITH THE SECTOR REFORM

As examples, symbols will include language used, symbolic acts which serve to create a focus for identification and appearance of a critical mass within the political system of organization and wider sector. The use of language is a type of symbol. It can communicate a different way of doing business (i.e. moving from business as usual to a sector wide approach, adopting an IWRM approach, in the National interest of Samoa...). Leaders who want to function effectively need to learn new terms or expressions and by doing so, they create the perception of broad scale support. Symbolic acts can be important, for example, a particular promotion, a firing, the moving of an office, or an open door policy or don't disturb sign all can serve to create and send important signals

BUILDING STABILITY THROUGHOUT A CHANGING ENVIRONMENT

Too much uncertainty can create excess anxiety and defensive reaction, thus heightening political conflict to a point where it is not conducive to a positive working environment. The organization must provide certain “anchors” to create a sense of stability within the changing environment. This will help reduce the level of anxiety as a result of change and address some of the political activity throughout the organization. Some key techniques for reducing instability within organizations is providing information in advance to make informed decisions. Some stability can be maintained notwithstanding the inevitable change where leaders and managers within organization are careful to maintain the consistency of messages they convey to their staff member throughout the period of change. Nothing creates more instability than inconsistent or conflicting messages.

In summary, the four action areas stated above focus on identifying the political system and developing a political strategy.

FINAL REPORT

ACTION AREAS

The initial 12 month implementation phase is defined as the start up stage and would consist of establishing the new bodies and water secretariat to coordinate water management functions. A water secretariat function is a vital to achieve the work programme set out in the start up stage.

Action Areas in the Start-Up Stage of Water Sector Reform Programme

Action Area

1. Seek Approval from either JWSSC or Cabinet for the Water Reform Programme set out in the Report
2. Work on establishing TOR for National Water Council
3. Transition role of Joint Water Sector Steering Committee towards an interim National Water Council – identify TOR for scoping the roles, functions, powers, membership for National Water Council
4. Establishing Water Secretariat including defining its roles and functions through a TOR. Explore whether this function sits with the WRD of MNREM
5. Identify Organisation Capacity Building Requirements for MNREM WRD and prioritise areas of development within its Divisional Work Plan, including TA input (local or international) on capacity building activities (both hard and soft infrastructure)
6. Review and support organization structure and functions of WRD as key lead agency on water resource management
7. Revise NWRP in light of Water Reform Programme and look at consistency with overall water resource management priorities for GoS
8. Revise NWRMS in light of Water Reform Programme in light of priority areas as identified through revised NWRP
9. Developing Specific Policy in light of work programme under WaSSP and ADB SDP
10. Prepare Water Legislation
11. Institutionalise role of National Water Council and Water Secretariat within Water Legislation

FINAL REPORT

The above action areas are a broad outline of the key priority areas that will require future project scopes. Years two and three will continue to build on the developments from the start up stage but will start focusing more on specific policy development to support water management initiatives as well as water legislation to support policy development.

APPENDIX THREE

CONSULTATION MEETINGS

Table of Consultation Meetings for the period 10 – 16 February 2007 and subsequent meetings to be attached as part of final report. Table will be updated from First Progress report.

APPENDIX FOUR

BUDGETS AND COSTING

Budgets and Costing for the Building Blocks. OSM note that the report has grouped the work programme of the National Coordinating body and Water Secretariat function together as one of the three key recommendations. The costing will remain the same within the report.

FINAL REPORT

APPENDIX FIVE

WORKSHOP PRESENTATION

Powerpoint Presentaion Slides from workshop in April 2007 with Key Stakeholders

ENDNOTES

ⁱ An Overview of Integrated Water Resources Management in the Pacific Island Countries: A National and Regional Assessment (SOPAC Miscellaneous Report 554) August 2004;

EU Programme for Water Governance Pacific Region: Water Governance at the national level: Pilot country Fiji (Report of pilot initial mission) September 2005;

SOPAC Programme for Water Governance, Pacific Region funded by the EU: (Report of Workshop to Develop a Water Strategy for Fiji) December 2005;

EU and SOPAC Programme for Water Governance Fiji Water Resources Management at National Level (Final Report: Summary) September 2006;

ⁱⁱ See Water for Life Water Sector Plan Framework for Action at page 1 (draft August 2006)

ⁱⁱⁱ Refer to SOPAC document "An Overview of Integrated Water Resources Management in Pacific Island Countries: A National and Regional Assessment on background to IWRM approach at page 14 and draft NWRMS (April 2007) at page 8

^{iv} European Union Programme for Water Governance Pacific Region (Water Governance at the national level: Pilot country Fiji, Report of pilot initial mission) Sept 2005 at page 6.

^v SOPAC website page on Definition of Water Governance.

^{vi} Western Samoa Environmental Legislation Review 1993 (SPREP)

Review of Natural Resource and Environment Related Legislation under the IWP (commissioned by DLSE, Legal Consultant Graham Bruce Powell)

Samoa Water Authority Institutional Strengthening Project – Review of the Water Authority Act 1993/4, No. 9 (May 2001, Tasman Asia Pacific Pty Ltd in association with ACTEW Corporation Ltd)

Draft Water Resources Management Act 1984 and commentary

APPENDIX FOUR

Budgets and Costing for the Building Blocks. OSM note that the report has grouped the work programme of the National Coordinating body and Water Secretariat function together as one of the three key recommendations. The costing will remain the same within the report.