



COOK ISLANDS GOVERNMENT

Terms of Reference for Client Representative (CR) For the Te Mato Vai and Mei Te Vai Ki Te Vai Project

Prepared by: Development Coordination Division, MFEM

About this document

This document specifies the Terms of Reference for the person who will provide peer review advice to the Financial Secretary and additional advice as required. The incumbent will also represent the Principal as required in achieving the successful delivery of the Te Mato Vai (TMV) water project and the wastewater project, GHD has been contracted and is responsible for the successful delivery of the Te Mato Vai (TMV) water project and the Me Te Vai Ki Te Vai (MTVKTV) wastewater project, which may include wastewater reticulation in the Muri/Avana area, and possibly other areas in Rarotonga, as well as Aitutaki.

Background

Brief recent history of the water supply upgrade in the Cook Islands

The Cook Islands Government leads these partnerships. TMV itself is the largest single infrastructure project in the Cook Islands since the construction of the international airport in Rarotonga in 1974 and a sanitation upgrade programme (SUP) has been redesigned to establish a new approach that included a special emphasis to address the immediate issues in Muri/Avana as well as the wider issues in Rarotonga and Aitutaki.

On the 8 November 2016, Cabinet endorsed a proposal to establish a more effective approach to water and waste water (sanitation) planning and management. The existing project management unit (PMU) for Te Mato Vai will incorporate the management of the Wastewater Project (currently the Sanitation Upgrade Programme). This new approach will bring together key government agencies under one steering group enabling consistent government policy development and direction, more effective and broader community and industry consultation and access to finance for technical expertise not available within government agencies. The lessons learnt during the design and delivery of Te Mato Vai Project will strengthen this new approach. This approach is expected to provide a high degree of certainty and confidence to our communities and industry.

The Water Sector Framework, staffing, establishment road map and key policy provisions are prepared along with the initial draft of the RWA CCE Act. These have been developed during Government and stakeholder consultations that began in May 2014. The proposed framework and supporting documents were outlined in the Memorandum for Cabinet in 2015.

Recent developments in wastewater management have led to the realisation of the complementary pairing of the water and wastewater sectors.

TE MATO VAI

The Construction of the Cook Islands “Te Mato Vai” Water Upgrading Project is being delivered in two Stages. Stage 1 the “Ring Mains Upgrade” encompasses the replacement of the majority of the existing ring mains network. This work commenced in April 2014 and was mostly completed except for construction corrections by October 2016. Stage 2 encompasses the remainder of water supply system upgrade. Rehabilitation of existing water catchment intakes (10 sites), construction of additional storage capacity, construction of water treatment plants, trunk mains replacement, ring mains interface connection works, required upgrade and replacement of distribution pipelines (ring mains and local) connection to existing consumers on the current water supply network.

The Te Mato Vai Stage 1 Ring Main has been completed with construction carried out by China Civil Engineering Construction Corporation (CCECC).

Stage 2 for “Te Mato Vai” to commence early March 2018 with McConnell Dowell Constructors Ltd as the successful bidder to undertake construction. The PMU is actively working to attain land access to the intake valleys

Mei Te Vai Ki Te Vai

The Cook Islands Government engaged the services of the Project Management Unit (PMU) to manage and support the implementation of a Wastewater and Associated Services Programme (WASP) for Rarotonga and Aitutaki.

This follows a Cabinet decision on the 8th of November 2016 to approve changes to the Te Mato Vai Project (TMV) governance structure and to temporarily postpone on-site effluent treatment implemented under the Sanitation Upgrade Programme (SUP). This Cabinet minute followed a previous request from the Cook Islands Government (CIG) to the implementing agency WATSAN for more detailed information on a long term solution for Rarotonga and Aitutaki. Prior to the SUP was the Muri/Avana Pilot Waste Management Initiative (WMI). This was a three year programme of work (2011 to 2014), to improve the compliance and performance of wastewater sanitation systems in the Muri/ Avana area of Rarotonga in the Cook Islands. As the WMI project drew to an end, CIG with the EU and NZ support, committed to a continuation of the on-site upgrades with the intention of installing an additional 1000 on-site systems as per recommendation in the Beca High Level Options report. This became the Sanitation Upgrade Programme (SUP)

While implementing the SUP there arose increasing concerns over the degrading of the Muri/Avana Lagoon. This prompted a review of the effectiveness of WMI programme. This review was completed in October 2015. The review concluded that a continuation of on-site effluent treatment upgrades was not sufficient in itself to deliver the impacts necessary to improve the lagoon’s condition. Following the acceptance of the report’s findings, CIG decided that a change of approach was necessary. The redesign of the SUP Programme was commissioned to establish a new approach that included a special emphasis to address the immediate issues in Muri/Avana as well as the wider issues in Rarotonga and Aitutaki.

Developing an effective solution to managing our waste water and its impacts on our environment, our communities and our economy is a complex process and government looks forward to undertaking this process in a participative and consultative manner based upon sound science in the best interest of all.

As the eventual form of the Wastewater sector is not yet confirmed it is not possible to fully detail how the company (currently constituted as To Tatou Vai) will be required to operate. However, information provided in previous studies indicates that there will be a mix of reticulated collection, treatment and disposal along with a continuation of on-site effluent treatment. Whatever the eventual decision, the CEO will likely be expected to facilitate the delivery of all aspects of the wastewater work.

Position reports to: Financial Secretary (MFEM)(Contractually)
Development Coordination Division (Operational Matters)
NSDC (as required)
Cabinet (as required)
Parliament (as required)

Industry relationships: Senior staff at key Government departments – Cook Islands Investment Corporation, Cook Islands Tourism Corporation, House of Ariki and the Koutu Nui (Traditional Leaders), Infrastructure Cook Islands (ICI), Ministry of Education (MoE), Ministry of Finance and Economic Development (MFEM), Ministry of Health (MoH), Ministry of Internal Affairs (INTAFF), Ministry of Marine Resources (MMR), National Environment Service (NES).

Other relevant organisations – Institute of Professional Engineers Cook Islands (IPECI), Cook Islands Plumbers and Drain layers Association, Te Ipukarea Society (TIS), Chamber of Commerce, Muri Environment Care.

Goals and Outcomes

The significant investments into water and the wastewater infrastructure require from MFEM a focus on facilitation and oversight in coordinating the effective implementation of the upgrade works being planned. The immediate outcome expected with the appointment of this position is improved and effective communications between the government stakeholders, and the consultant tasked with the project management and delivery of the implementation programs for the water and wastewater infrastructure.

Duties and Responsibilities

The person (CR) identified in this assignment will be responsible for

- Providing project oversight support and peer review services to the FINSEC as required on the implementation upgrade programs for Water and wastewater;
- Provide FINSEC technical advice as required on the implementation upgrade programs for Water and wastewater;
- Support the monitoring of the Project Management Unit work programme; and
- Maintaining strong working relationships with all stakeholders in the water and wastewater sectors.

The CR is accountable and responsible to the Financial Secretary (MFEM), the Project Steering Group (PSG) (initially), SOE Board of Directors (planned), the Cabinet (as required), Parliament (as required), and key stakeholders and the public on behalf of the Government, Authority and its employees.

| Duties and Responsibilities | Expected Outputs and Achievements |
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| Act as Principal's (MFEM) Representative | <ul style="list-style-type: none"> • Provide sound advice to assist to make informed decision making |
| Act as Cook Islands Government Project Focal point | <ul style="list-style-type: none"> • Field and provide answer or feedback on all questions and queries related to the Water & Wastewater sector from government ministries and agencies. • Communicate ministry or agency policy positions/issues to the PMUs and PSG including ensuring all of government consideration is included into any project public communications release. |
| Strategy development, planning and reporting <ul style="list-style-type: none"> • Advises on strategic direction, business and financial management of the water and wastewater utilities; • Ensure the Project Steering Group and the eventual Board of Directors are kept fully informed, through the Chairman of progress towards strategic objectives; • Prepare relevant legislation. | <ul style="list-style-type: none"> • Submit monthly reports, financial statements on income and expenditure and consolidated budgets for consideration by the Board of Directors (when established); • Organise monthly Board meetings and Strategic Review Board meetings as necessary; • Positive feedback from Board, Governance Group and other key stakeholders; • Governance Group members and broader stakeholders are informed about work completed; • Relevant legislation is prepared, and approved by cabinet. |
| Support Team Management and leadership <ul style="list-style-type: none"> • Build and maintain a high performing empowered support team culture from key stakeholders through effective management, communication and mentoring of staff; • | <ul style="list-style-type: none"> • Deliver clear and accurate internal communications; • Positive feedback from PSG/Board Chairperson or representative, and stakeholders. |
| Relationship management | <ul style="list-style-type: none"> • Inform PSG and wider community through |

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| <p>stakeholders and ensure they are fully informed of progress towards strategic objectives;</p> <ul style="list-style-type: none"> • Build and maintain strong relationships with all local and industry stakeholders; • Provide proactive assistance to promote the strategic direction of the tourism sector; • Ensure a positive media profile of the sector is maintained. | <p>communications such as newsletters, member briefings, media updates, etc.</p> <ul style="list-style-type: none"> • Attend/participate in industry briefings as appropriate; • Respond to media enquiries within the organisation wherever possible and continue to foster a positive profile for the water and wastewater sectors; • Ensure CIG is recognised as providing leadership and a co-ordinated focus for infrastructure related activities; • Provide advice and industry information to operators, prospective operators, consultants, academic institutions, government ministries and agencies; • Represent the industry at relevant business functions including where required, undertaking public speaking engagements. |
| <p>Projects</p> <ul style="list-style-type: none"> • Oversee the strategic direction and the business and financial management of sector related projects in conjunction with the respective PMUs. | <ul style="list-style-type: none"> • Projects delivered as scheduled. |

Key competencies

1. Leadership

- Demonstrate in-depth understanding, passion and enthusiasm for the sectors;
- Achieve organisational goals and high levels of performance;
- demonstrate a professional, empowering and flexible leadership style that encourages respect and credibility;
- Demonstrate stable, reliable performance under pressure;
- Strong commitment to improving processes and systems to enhance quality of delivery;
- Ensure the sector is proactively driven.

2. Relationship management

- Ability to form and maintain positive, strong working relationships within the sectors and with key stakeholders to facilitate the accomplishment of government goals;
- Build and maintain effective working relationships with Heads of Ministries and leaders of key industry organisations;
- Knowledge of the Cook Island Maori Culture especially within the cultural villages/vaka's setting is desirable;
- Ability to align organisational strategies with stakeholder groups;
- Excellent relationship building, networking, negotiation, and conflict resolution skills;

3. Strategy development

- Ability to develop, implement and evaluate strategies including managing workloads and resources;
- Ability to adapt strategies quickly and effectively to changing environments;
- Excellent analytical skills.

4. Communication skills

- Excellent Communication skills in English and Cook Island Maori languages;
- An excellent communicator, facilitator and presenter - relate well to a wide variety of people from different cultural and linguistic backgrounds;
- Ability to produce high quality written material;
- Works well with the media.

5. Interpersonal style

- Personal commitment to organisational excellence - displays honesty, integrity and a strong sense of ethics in all decisions and actions;
- Maintain a positive presence which commands respect from staff, members and stakeholders.

6. Skills, qualifications and attributes required

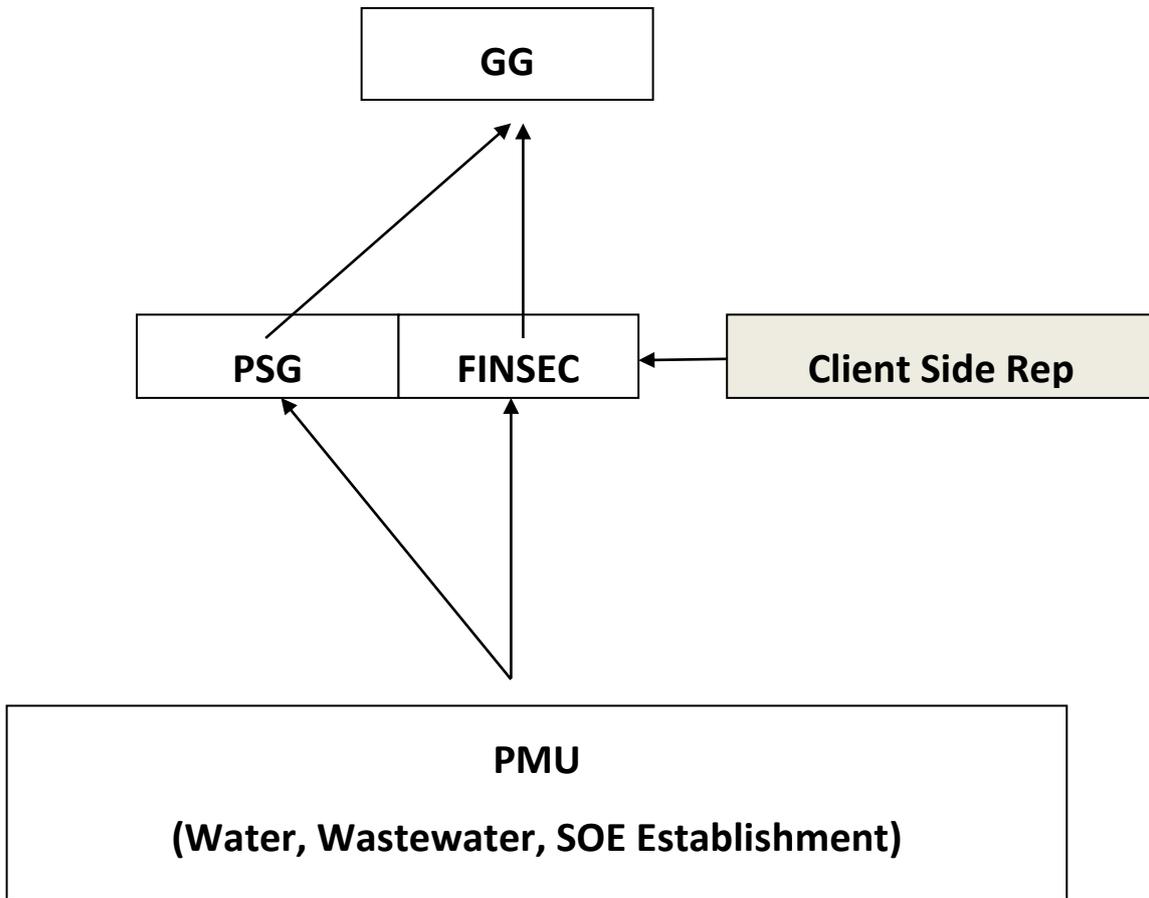
Education

- Tertiary qualification in Civil Engineering, or Economics, or Public Sector Policy, Business Administration, other relevant areas, or at least 10 years of increasingly responsible experience in the substantive area;
- A suitable post-graduate qualification in management is preferred.

Experience

- Senior executive management experience in the water and wastewater sector;
- Comprehensive understanding of the Cook Islands water and wastewater sectors, and familiarity with the technicalities of the harvest, treatment, reticulation, and supply of potable water; and sewerage systems?
- Competency in economic or commercial analysis;
- Proven expertise in programme and project management, and specifically with managing water and wastewater sectors with responsibility for creating an organisation (SOE) that can effectively operate and maintain the assets;
- Experience with procurement processes and contract management;
- Proven familiarity with:
 - supply of potable water to small communities, including the appreciation of the logistical challenges of working in isolated communities;
 - on-site and reticulated sewerage systems, treatment processes and monitoring requirements
- Capable media spokesperson, public speaker and facilitator;
- Problem solving and negotiation skills;
- Financial management skills;
- Sound knowledge of all current relevant legislations governing the Authority's operations in particular the Rarotonga Water Authority Act 2016 and all legislation related to public bodies.
- Sound understanding of asset management principles.

Organisational Structure



Key Performance Indicators

| High Level Input Activities | Outputs Indicators | Milestone | Estimate Milestone End Date |
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| Submission of monthly reports to the FINSEC on progress, key issues and future activities. | Submission of monthly progress reports. | Monthly reports. | Monthly |
| Provision of oversight and peer review advice as required on the progress, program and outputs of the upgrade implementation program for water and wastewater. | Peer review services provided to FINSEC as required in the form of verbal and documentary advice and reports. | Advice provided as required by the FINSEC. | On going |
| Facilitation and leadership of work streams sourced from key stakeholders on activities associated with provision of peer review support to the FINSEC. | <p>Delivery of clear and accurate internal communications;</p> <p>Positive feedback from PSG and key stakeholders;</p> <p>Delivery of external updates on project progress and information to media, the community and industry;</p> <p>Responding to media queries as required by the FinSec.</p> | <p>Key stakeholders kept engaged and performing satisfactorily in the delivery of outputs;</p> <p>Public consultation and media activities satisfactorily undertaken.</p> | On going |

