



COOK ISLANDS GOVERNMENT

Terms of Reference for Client Representative (CR) for the Cook Islands Water & Wastewater Authority (CIWWA)

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About this document

This document specifies the Terms of Reference for the person who will lead the establishment and management of the Cook Islands Water and Wastewater Authority (CIWWA) as a State Owned Enterprise (SOE). The SOE's obligations will include the delivery of water and wastewater services in the first instance for Rarotonga and Aitutaki, and ultimately for the whole of the Cook Islands. Subsequently, it is envisaged that once the SOE has been established, the incumbent will assume the role of the SOE's Chief Executive Officer (CEO). In the interim, the incumbent will represent the Principal in achieving the successful delivery of the Te Mato Vai (TMV) water project and the 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 in recognising the need for improved economic infrastructure embarked on a multimillion dollar upgrade of the water supply and wastewater systems on Rarotonga, with the respective goals of "delivering potable water, reliably, to all properties connected to the existing water supply network, to safeguard public health and water supply security, by 2017" and "the protection of public health and the environment in particular the water resources through effective management of wastewater discharges".

In order to achieve these targets, the Cook Islands Government formed "Te Mato Vai" – the Cook Islands Water Partnership with the governments of the People's Republic of China and New Zealand. The Funding for the Water Supply Upgrade is provided through a combination of Cook Islands national resources, a concessional loan from the Chinese government and New Zealand grant assistance.

Similarly, the Cook Islands Government in partnership with the European Union and New Zealand commenced work on upgrading 1,000 on site effluent treatment systems on Rarotonga and Aitutaki under its Sanitation Upgrade Programme (SUP).

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) is currently being reviewed.

The Water Sector Framework, staffing, establishment road map and key policy provisions are prepared along with the initial draft of the RWA SOE 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 TMV project is broadly divided into two stages – Stage 1, the replacement of the ring main; and Stage 2, refurbishment of intakes and provision of storage, filtration and trunk mains. Other works includes the interconnections between the new ringmains and the balance of the system, the installation of universal metering and possibly a SCADA operating system.

The Stage 1 ring mains delivered by the China Civil Engineering Construction Corporation (CCECC) are practically complete. The TMV Project Management Unit led by GHD is now working through the snags list with CCECC. The defects liability period will commence once all the snags have been addressed. This is expected to commence in December 2016.

A preferred contractor for the Stage 2 has been identified. The PMU is actively working to attain land access to the intake valleys to allow the preferred contractor to commence the preliminary survey. It is envisaged that this work will commence in October 2016. Should this timetable be achieved the detailed designs for intakes, pipelines, treatment works and reservoirs will be completed in mid-2017 with the physical works scheduled to commence soon after.

WASTEWATER

For wastewater, government has requested more thorough priced information and options paper to allow it to make a decision on the final wastewater solution for Rarotonga and Aitutaki. A consultant has prepared an implementation plan and will be engaged to implement activities as requested by CIG until a PMU and/or the Client Representative of CIWWA has been appointed.

As the eventual form of the Wastewater sector is not yet confirmed it is not possible to fully detail how the CIWWA 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 incumbent is expected to facilitate the delivery of all aspects of the wastewater work.

Both projects are expected to continue through to at least 2018.

- Position reports to:** Financial Secretary (MFEM)
Project Steering Group (PSG) (initially)
SOE Board of Directors (planned)
Cabinet (as required)
Parliament (as required)
- Direct reports:** TMV PMU
Wastewater PMU
Sector related TA
- Industry relationships:** Senior staff at key Government departments – Ministry of Finance and Economic Development (MFEM), Infrastructure Cook Islands (ICI), Ministry of Health (MoH), National Environment Service (NES), Cook Islands Tourism, Ministry of Internal Affairs (INTAFF), Institute of Professional Engineers Cook Islands (IPECI), Cook Islands Plumbers and Drain layers Association, Cook Islands Tourism Council Koutu Nui (Traditional Leaders)

Goals and Outcomes

The significant investments into water and the wastewater infrastructure will require a focal point to coordinate the effective implementation of these works. The immediate outcome expected with the appointment of this position is improved communications between government stakeholder and the proactive management of consultants.

The long term outcome is the effective management of the water and wastewater systems on Rarotonga and Aitutaki through the establishment of the CIWWA SOE. The successful candidate is expected to lead the development, to achieve the establishment and successful and sustainable operation of the SOE.

It is envisaged that once the CIWWA SOE is established, the individual appointed under this arrangement will assume the responsibilities as SOE's Chief Executive Officer (CEO).

Duties and Responsibilities

The person (CR) identified in this assignment will be responsible for establishing the CIWWA. Once the CIWWA is established, the CR's primary responsibility will be to lead and manage the Cook Islands Water & Wastewater Authority within the governing frameworks established and approved by the Board of Directors in accordance with Clause 18 of the Rarotonga Water Authority Act 2016 and other prevailing Government policies.

The Client Representative (CR) will be responsible for leading the development and execution of the Authority's long term goal responding to public value and expectation. The CR's leadership role also

entails being ultimately responsible for the day to day management decisions and implementing the Authority’s short, medium and long term plans. The CR acts as a direct liaison between the Board and Management and communicates to the Board on behalf of Management. The CR is accountable and responsive to Financial Secretary (MFEM), 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
<p>Act as Principal’s (MFEM) Representative</p>	<ul style="list-style-type: none"> • Reports in writing and face to face on the progress of the SOE Roadmap and other related Water & Wastewater sector progress matters to the Financial Secretary and the Water & Wastewater PSG, to obtain and understand their directions and instructions for the project.
<p>Act as Cook Islands Government Project Focal point</p>	<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.
<p>Strategy development, planning and reporting</p> <ul style="list-style-type: none"> • Lead the strategic direction, business and financial management of the water and wastewater utilities; • Ensure the Project Steering Committee and the eventual Board of Directors is kept fully informed, through the Chairman of progress towards strategic objectives; • Ensure regular informal contact is maintained with the Board and, in particular, the Chairman of the Board. 	<ul style="list-style-type: none"> • Clearly articulated and documented vision and strategic plans for water and wastewater are executed within agreed timeframes, budgets and policy; • Direct reports achieve agreed plans and provide regular feedback on performance; • Submit monthly reports, financial statements on income and expenditure and consolidated budgets for consideration by the Board of Directors; • Organise monthly PSG/Board meetings and Strategic Review Board meetings as necessary; • Positive feedback from PSG/Board; • Governance Group members and broader stakeholders are informed about work completed.

<p>Team management and leadership</p> <ul style="list-style-type: none"> • Build and maintain a high performing empowered team through effective management, communication and mentoring of staff and contractors; • Provide clear leadership and promote and foster a team culture consistent with the organisation's values; • Ensure the recruitment of appropriately skilled staff to positions, and establish appropriate remuneration levels and performance-based conditions for staff within the framework agreed to by the PSG/Board. 	<ul style="list-style-type: none"> • Deliver clear and accurate internal communications; • Proactively seek opportunities to develop staff skills through mentoring, coaching, training, secondments and special projects; • Conduct annual performance planning and feedback interviews; • Positive feedback from staff about management; • Positive feedback from PSG/Board Chairperson or representative, and stakeholders.
<p>Relationship management</p> <ul style="list-style-type: none"> • Build and maintain strong relationships with stakeholders and ensure they are fully informed of progress towards strategic objectives; • 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. 	<ul style="list-style-type: none"> • Inform PSG and wider community through communications such as newsletters, member briefings, media updates, etc; • 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;

	<ul style="list-style-type: none"> • Represent the industry at relevant business functions including where required, undertaking public speaking engagements.
<p>Operational management</p> <ul style="list-style-type: none"> • Ensure the organisation’s administrative structure is effective in supporting organisational goals; • Ensure approved financial targets are achieved; • Produce and publish an audited Annual Management and Financial Report; • Ensure accounting and management information systems are in place which provide accurate and timely information to the management team necessary for the effective management, development and control of water and wastewater actions; • Strengthen the organisation’s financial base and income stream; • Take all practicable steps to ensure a safe and healthy workplace by promoting, implementing and abiding by all applicable Health and Safety legislation, regulations, approved Codes of Practice, policies and procedures; • Undertake in a timely and accurate manner in accordance with organisational policies and procedures any other duties as directed by the PSG/Board from time to time. 	<ul style="list-style-type: none"> • All obligations met as per the terms of the CIGFPPM, H&S in Employment Acts; • Positive feedback from Board Chairperson or representative; • Endorsement of Business Plan from CIIC’s Review Board members and Rarotonga constituent representatives; • Endorsement of Annual Report from PSG/Board and auditors.
<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;
- Lead others to achieve organisational goals and high levels of performance;
- Lead the team by example and 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/vakas 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

