

2020 - 2025



WATER AUTHORITY OF FIJI **5 YEAR STRATEGIC PLAN**

AUGUST 2020 – JULY 2025



VISION

Clean Water and Sanitation for a Better Life

MISSION

We are committed to optimising water and wastewater services through:

- ✓ Resilience
- ✓ Innovation
- ✓ Safe Working Practices
- ✓ Engaging Stakeholders
- ✓ Capacity Building
- ✓ Being Environmentally Focussed
- ✓ Modernization

VALUES

Our key values are:

- W** - we do the right thing
- A** - accountability; we are accountable for what we say and do
- T** - team; we work as one team
- E** - energy; we bring positive energy to whatever we do
- R** - we respect each other, our customers, other utilities and government

WATER AUTHORITY OF FIJI

**5 YEAR
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August 2020 – July 2025

Thousands have lived without love,
not one without **water.**” – W.H. Auden

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1. Message by the Chairman

On behalf of the Board, I would like to thank all our stakeholders in the Water and Wastewater Sector in Fiji and abroad.

I am pleased to share the Water Authority of Fiji's (WAF) 5-year Strategic Plan which outlines the Authority's strategic direction from August 2020 to July 2025.

The Strategic Plan represents the Board's vision over the next 5 years and accounts for the realities of a global financial downturn caused by the global COVID-19 pandemic.

We are also focussing on getting the most out of our existing assets and building an organisational culture capable of delivering world-class services to all Fijians.

The Fijian Government's 20-year National Development Plan (NDP) aims to provide water to 100% of Fijians by 2030.

The United Nations has listed Water & Sanitation as goal number six of its sustainable development goals (SDGs) given the core of sustainable development rests on the accessibility of clean water and wastewater services. Socio-economic development, energy & food production, healthier ecosystems, including survival of the human race, all depend on this basic need.

Apart from COVID-19, the WAF Board has taken into consideration climate change and the frequency with which it brings natural disasters to our shores. The need to build resilience in our infrastructure and services has never been greater, as Fijians, the people we serve, need clean water as soon as possible after a natural disaster.

Having come this far, we need to prepare ourselves for challenges posed by nature and ageing infrastructure in a geographically challenging environment. While, as Fijians, we are perhaps one of the world's least contributors to climate changes, yet we remain one of the hardest impacted.

This 5-year strategic plan is in line with the national goals set in the Fijian Government's 20-year National Development Plan, the rights of Fijians captured in the 2013 Fijian Constitution and global initiatives towards ensuring access to clean water and proper sanitation.

The last ten years have accounted for some major changes in the water and wastewater sector in Fiji. Investments into Supervisory Control and Data Acquisition (SCADA), hydraulic modelling, geographic information systems, human resources information systems and strengthening of ICT infrastructure, in addition to an increase in completion for rural and major projects.

With this 5-year Strategic Plan, the foundation is set. Under the guidance of our new experienced CEO, the first three years will be ones of consolidation and work culture development.

We must first focus on getting right what we are currently doing before we attempt to become a utility of the future. Focus on our assets, focus on our people and focus on improving organisational efficiencies sets the platform for climbing to industry benchmark levels.

This strategic plan sets a new page in WAF's history in one of the most trying times where natural calamities, global pandemic and global economic crisis pose challenges to all Fijians. We, therefore, have prepared once more to ensure that all stakeholders are in tandem when it comes to services of water and wastewater to Fijians.

To all Fijians, key stakeholders and financing partners, please come with us on our journey over the next 5 years of improvement as together, we build an organisation that others aspire to copy.

Bhavesh Kumar
Chairman



2. CEO's Message

Access to clean water and sanitation has been listed as goal number 6 under the United Nations Sustainable Development Goals. The World Water Organisation has highlighted this year, where 785 million people lack access to safe water. Another 144 million are dependent on surface water to meet their basic needs. 266 million hours are spent by girls and women fetching for water daily. The global water crisis accounts for 260 billion US dollars lost each year equivalent to time spent in gathering water or seeking safe sanitation services.

The importance of ensuring Water and Wastewater services to all Fijians is reflected in the 20-year Fijian National Development Plan. The NDP provides a national framework to ensure progressive steps are taken in ensuring continued services of Water and Wastewater. The 2013 Fijian constitution in sections 35 and 36 stipulates that access to sanitation and clean drinking water is a basic human right.

The manner in which water is utilised in Fiji underlines the need for work by Fiji, as a whole, to address our Tariff Structure and further create awareness for water conservation.

There is much work for WAF to do, to become a 'Utility of the Future'. Our first goal, which is reflected in this plan, is to get the basics right. The first three years of this plan will see a consolidation of both assets and operations. This is reflective of the global financial decline, the current state of our existing assets and our culture.

Our Strategic Plan will address all three elements of assets, culture and finances. These three key strategic deliverables are broken down to five core strategic goals. How these core strategic goals are delivered on the ground is represented in our Annual Business Plans and Personal Development Plans.

Information dissemination is a key component of any leading global organisation and WAF will focus on building its own dissemination assets in the form of websites, portals and social media pages.

This strategic plan will further strengthen the foundations that WAF requires to ensure continuity in providing the services of water and wastewater to all Fijians for generations to come.

I have enjoyed working with the Board, who have set our strategic direction, and our WAF family, working as one team to deliver the core strategic goals of the Water Authority of Fiji, and look forward to continuing to do so over the next five years.

Barry W. Omundson
Chief Executive Officer



3. Water Authority of Fiji – History

Water Authority of Fiji (WAF or Water Authority) is a Commercial Statutory Authority (CSA). It was established by the Government of Fiji to provide efficient and effective water and wastewater services in an environmentally sound and sustainable manner. The WAF Act 2007 provided the legal basis for the establishment.

The Government of Fiji started reforming the Water and Sewerage Department in 2009. The objective of this reform was to enhance the sustainable delivery of water and wastewater services to appropriate levels of service. The reform aimed at strengthening the then Water and Sewerage Department (WSD) before establishing the Water Authority of Fiji, which is dedicated to the delivery of water supply and wastewater services, autonomous and be able to mobilise the necessary resources to meet the demand, effectively and efficiently at required quality standards.

From January 1, 2010, WAF officially took over responsibilities, functions, and operations previously carried out by WSD.

The first few years of operations are key to establishing the most effective culture and mix of people, processes, procedures, governance, equipment, policies, and monitoring and reporting. 2020 will be WAF's 10th year in operation.

WAF is responsible for providing access to quality drinking water and wastewater services to over 152,261 residential and non-residential metered customers residing largely in urban areas and also setting up water supply systems in rural schemes, reaching over 829,110 people nationwide.

Our area of operation covers 18,274 square kilometres of the 332 islands in the Fiji archipelago of which only 114 islands are inhabited and our current water and wastewater network constitutes more than 4,941 kilometres of pipes.

We supply about 134,254 megalitres of treated water annually to homes and businesses nationwide including treatment of wastewater to an average of 21,666 megalitres.

In the last 10 years, WAF has adopted two strategic plans to address day-to-day operations, meeting future demand and building capacity of its systems, processes, and people to ensure a continued supply of water and wastewater services for all Fijians.





4. WAF Vision, Mission and Values

4.1 Vision

Clean Water and Sanitation for a Better Life

4.2 Mission

We are committed to optimising water and wastewater services through:

- a) Resilience;
- b) Innovation;
- c) Safe Working Practices;
- d) Engaging Stakeholders;
- e) Capacity Building;
- f) Being Environmentally Focused; and
- g) Modernization.

4.3 Values

Our key values are:

- W** - we do the right thing
- A** - accountability; we are accountable for what we say and do
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5. WAF's Area of Responsibility

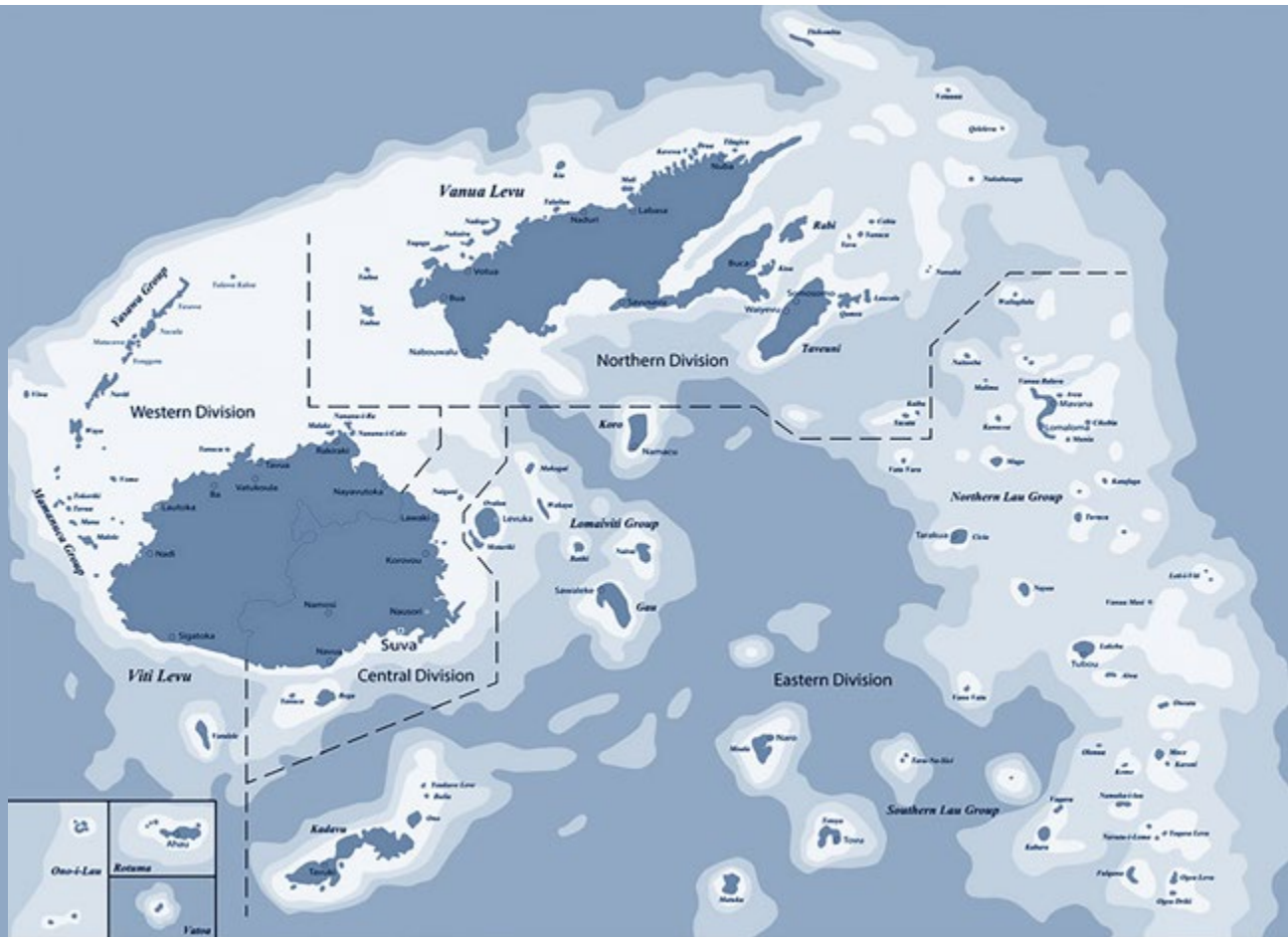


Fig 1.0 – Area of Responsibility

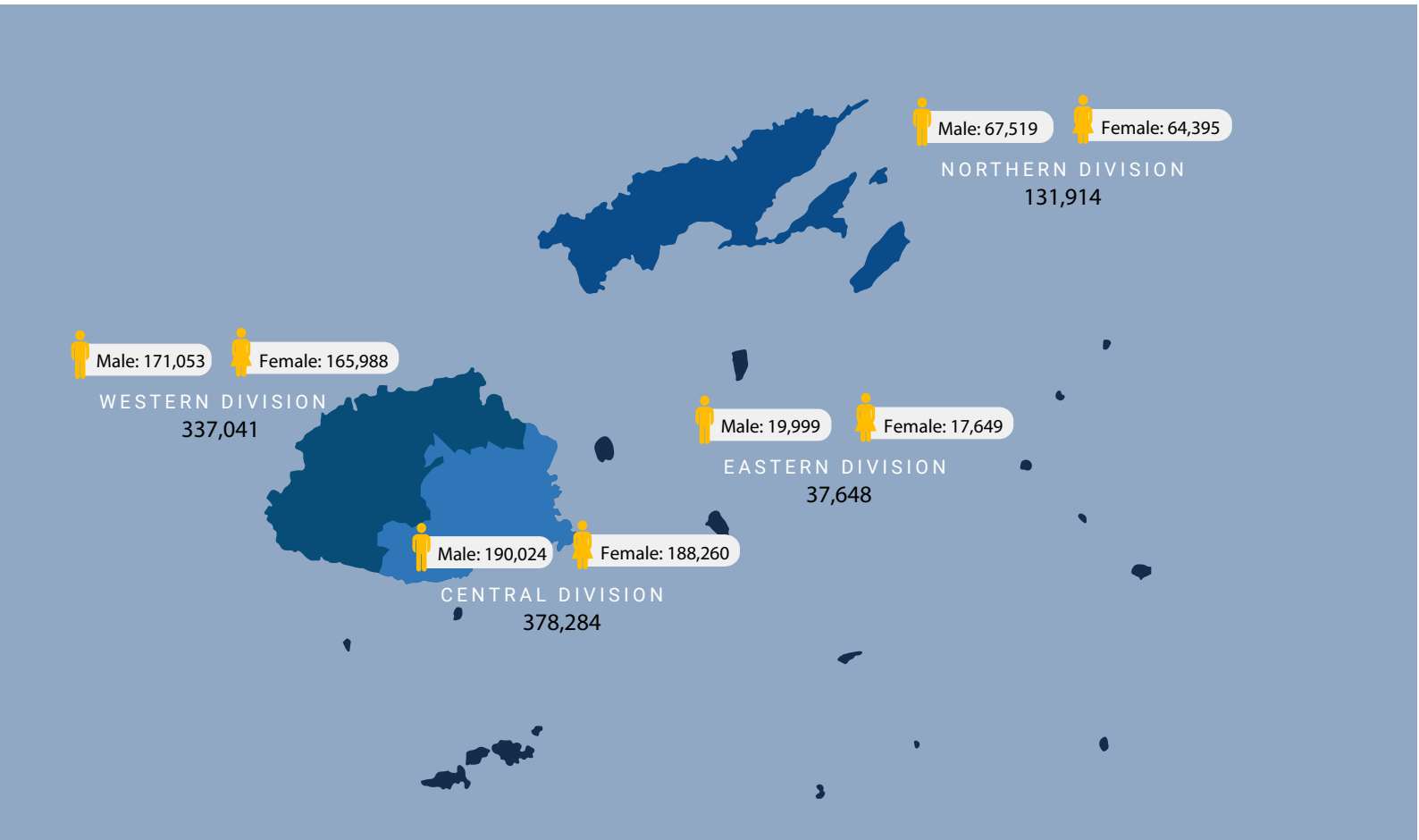
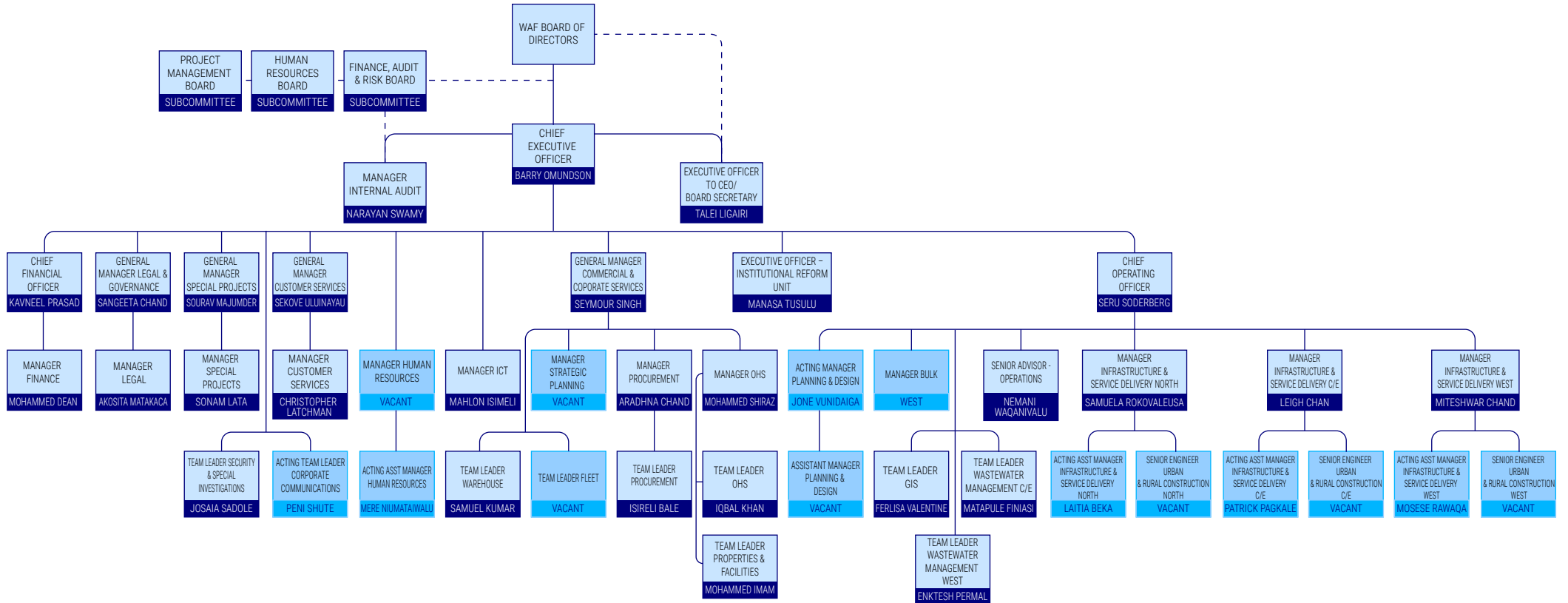


Fig 2.0 – Population overview map by division

ORGANISATIONAL STRUCTURE

6. Organisational Structure



7. Overview of the Strategy Development and Purposes of this Document

WAF has the responsibility to provide Water and Wastewater services to all Fijians progressively.

The three (3) key strategic imperatives for WAF has been developed recognising a global financial crisis as a result of COVID-19 which will reverberate for several years; the development of an organisational culture capable of delivering efficient and effective services and the ability to meet future demands of WAF.

Further, these three (3) key strategic drivers has been developed looking at WAF's previous performances, requirements under its master plans, and alignment to the National Development Plan for Fiji.

WAF has made numerous attempts to resolve as many opportunities for improvement that has been highlighted in the last ten (10) years. The added challenges now include the development of climate-resilient infrastructure, continued efforts for compliance against Environment Standards, ensuring the supply of services during a global pandemic, and developing an organisational culture capable of delivering world class services to all Fijians.

The three (s) strategic imperatives are: Water and Wastewater, Accountability and Finance.

Water and Wastewater = Assets.

Accountability = Culture.

Finance = Efficient and Effective Service Delivery.

This strategic plan is one of consolidation. Getting the basics right – the assets, the people, the systems and processes. The first three years of the plan develops the foundations to deliver world class services in later years.

To realise this bold and necessary strategic aim, WAF needs to set its foundations in response to the change in climate conditions and the lingering effects of COVID-19.

This strategic plan is for a period of five years with the first three years focusing on building a new foundation for planned activities. The strategic plan shall form a basis of our Annual Business Plans which details the actions to be taken by corporate departments and which is also linked to each individual employee through bi-annual Personal Development Plans. Progress of the achievement of strategic goals will be reported to the Board quarterly through Annual Business Plan Progress Reports.

In parallel to our consolidation strategy, WAF has secured funding for a major project to address demand in the greater Suva area (GSA) now and until at least 2028. The project 'Rewa River Water Supply Scheme' is planned to be commissioned by the year 2022. This project will be on the Rewa River near Viria, Nausori. The deliverables of this project include a new river intake with a pumping

station on the Rewa River, a new 40ML/d WTP expandable to 80ML/d, a 5ML treated water reservoir at the WTP site to be duplicated at Stage 2, a treated water pumping station, a 10ML water storage reservoir at Waitolu and 8.6km of pipeline to connect to the Waitolu reservoir. The total cost for this project is \$268M FJD.

WAF will be working with its line ministry, other government ministries and agencies, the regulators, and consumer protection agencies, non-governmental organisations, donor agencies, and unions in addressing the challenges of water and wastewater in Fiji. The journey for the next five (5) years shall allow WAF to take progressive steps in achieving the set strategic imperatives.

The journey shall begin on 1 August 2020 as the first year of this strategic plan.

8. Strategic Imperatives

The three (3) strategic imperatives for WAF are as follows:

- 1. Water and Wastewater = our Assets.** We will seek to improve our asset delivery through innovation and technology. We will seek to enhance our natural environment through progressive catchment management activities. Our assets will be improved with a longer service life through modern asset management processes. In delivering through our assets improved operations we will better be able to ensure regulatory, environmental, statutory, and financial compliance.
- 2. Accountability = our Culture; our People.** WAF recognises that things get done through people. To achieve our strategic imperatives we need to get things done. The development and implementation of an organisational Culture Development Plan; the development and implementation of personal Development Plans for every employee linked to our core strategic focus areas; improvement in our Organisational Health and Safety; understanding of the individual needs of our customers and our community and moulding our services to suit and working closely with our government and utility partners will ensure we do get the right things done in a safe, effective and efficient manner.
- 3. Finance = Efficient and Effective Service Delivery.** Much has happened recently in terms of the small global space we occupy. The effects of COVID-19 will last for several years which reduces our revenue and subsequently, we need to ensure we have corresponding reductions in how we operate. To do so we will focus on being a more efficient and effective utility. We will improve our data management; we will reduce our high non-revenue water losses; we will ensure our systems and processes are efficient and effective in the delivery of our services; we will improve our billing and debt management; seek alternative revenue options and we will improve our organisational risk management, both at a strategic level and operationally.

The below mention table 'Fig 4.0' captures the key strategic imperatives and their associated core strategic goals in the next five years. The Annual Business Plan through relevant KPIs shall further provide details for each year with regards to activities, responsibilities and costs.

No.	Key Strategic Imperatives	Core Strategic Goals
1	Assets	Innovation & Technology
		Environment & Catchment Management
		Operationally Efficient & Effective
		Asset Management
		Compliance
2	Culture	Culture
		Personal Development
		OHS
		Customer & Community
		Utility Collaboration
3	Finances	Data Management
		Non-Revenue Water
		Systems and Processes
		Financial Management
		Risk Management

9. Monitoring and Evaluation Framework

WAF shall adopt a monitoring and evaluation framework for the Strategic Plan that is reviewed bi-annually through the provision of the Annual Business Plan and associated KPIs, reported to the Board quarterly to reflect the achievements for each quarter.

The evaluation of the information for the strategic plan and annual business plans shall be made available to all stakeholders including employees of WAF that continuously guide all stakeholders involved in the Water and Wastewater sector in Fiji.





Clean Water
and Sanitation
for all Fijians.



Clean Water & Sanitation for a Better Life