

# **ADB's Water Policy Implementation Review**

## **CONSULTATION REPORT FOR THE IN-COUNTRY CONSULTATION IN FIJI 9 AUGUST 2005**

*WATER for ALL*

This report reflects the views and observations of the consultation participants, not those of the Asian Development Bank or its staff. The Asian Development Bank does not guarantee the accuracy of the data presented.

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## **I. EXECUTIVE SUMMARY**

*Stakeholders from government, ADB projects, NGOs, private sector, academe, and international organizations came together in Suva, Fiji on 9 August 2005 to discuss Fiji's experiences in implementing ADB's water policy. This consultation was the second of a series of in-country consultations for the comprehensive review of ADB's water policy implementation. The agenda is included in Appendix 1 and a list of the participants is included in Appendix 2. This report recaps the issues discussed, summarizes the views expressed during the consultation, and provides background information on ADB's water policy and review processes. This report will be posted on ADB's website for comment.*

Thirty-two participants attended the consultation to discuss Fiji's experiences in implementing ADB's water policy on 9 August 2005. The consultation included project presentations, dialogue, individual and group work, including two surveys, single- and multi-stakeholder breakout group exercises, and plenary discussions.

The opening program consultation speakers included representatives from ADB's Pacific Liaison and Communication Office (PLCO), government, and the South Pacific Applied Geoscience Commission (SOPAC). Government and NGO representatives presented innovative water sector projects: Suva-Nausori and Nadi-Lautoka Water Supply and Sewerage Projects, and Live and Learn Environmental Education's Community Water Education Programme. Speakers highlighted challenges in implementation, lessons learned and good practices to inform other projects.

The outputs of the consultation included participants' assessment of ADB's water policy implementation, participants' recommendations to improve ADB's water policy implementation, and a summary report reflecting participants' views and observations. Participants' views and observations on the key questions and issues that were discussed are outlined below:

### **PROGRESS**

1. **POLICY AND INSTITUTIONAL REFORMS:** Initial steps have been taken to improve the overall environment for the implementation of water sector and sub-sector reforms, including the development of a national water policy and the adoption of a land use policy.

- Initial steps have been taken to develop a national water policy and implement institutional reforms.
- A land use policy has been approved.

2. **WATER RESOURCES MANAGEMENT:** Measures have been taken to promote IWRM, including consensus-building, accessing of funds, the implementation of awareness and education programs, and the piloting of wastewater management projects.

- Inter-sectoral consultative processes and increased participation at all levels has resulted in consensus on IWRM.
- Access to regional funding mechanisms to implement demonstration projects has been achieved, and awareness and education programs as well as pilot wastewater management projects have been implemented.

3. **WATER SERVICES DELIVERY:** Coverage of water supply services has increased, and water quality has improved with significant infrastructure developments. Institutional reforms, tariff studies, and master planning exercise are currently being undertaken to address efficiency and sustainability issues.

- Urban and rural water supply coverage and water quality has improved and efficiencies have increased because of significant infrastructure developments and improvements in asset management.
- Institutional reforms are in progress and involve both government and civil society stakeholders.
- Tariff studies and master planning exercises are currently being undertaken to improve water supply and sanitation services.

## **CHALLENGES AND CONSTRAINTS**

1. **WEAK POLICY AND LEGISLATIVE FRAMEWORK:** Outdated legislation, lack of an overarching water policy, governing body, and lack of political will has resulted in the absence of the strategic direction and institutional mandate necessary to guide water sector development efforts and address critical social and environmental concerns.

- Outdated legislation and lack of a central policy or governing authority to initiate reforms has limited progress in Fiji's water sector.
- Political resistance, lack of political will, and political apathy has stalled efforts to make institutional reforms necessary to improve service delivery.

2. **LACK OF CAPACITY AND RESOURCES:** Key institutions lack the necessary capacity and resources to implement necessary reforms and provide sustainable water services.

- Lack of technical expertise, funding, and equipment have limited Fiji's capacity to implement necessary reforms and improve water resources management and service delivery.

3. **LACK OF PUBLIC AWARENESS AND ACCESS TO CREDIBLE INFORMATION:** Public misinformation and lack of access to, coordination and exchange of water-related information has compromised water resource management, governance, and service delivery.

- Inadequate awareness of inter-sectoral issues related to water, lack of knowledge coordination and dissemination of best practices, and misinformation have made it difficult to implement reforms and improve service delivery.

4. **LAND AND RESETTLEMENT ISSUES:** Land acquisition and resettlement issues have continued to deter the expansion and improvement of water infrastructure.

## **REQUIRED ACTIONS FOR FIJI**

1. **POLICY AND INSTITUTIONAL REFORMS:** Participants outlined a number of key policy and institutional reforms necessary to improve water governance and service delivery in Fiji.

- Fiji should develop a national water policy and enact new laws to establish a clear institutional and regulatory framework.
- Fiji should develop a master plan to provide the framework for improving water supply and sanitation service delivery systems.

- Fiji should establish a National Water Resources Committee, and incorporate the EIA process in water resources projects.
- Fiji should develop a model IWRM project for each country in the Pacific region.

2. **CAPACITY BUILDING, PUBLIC AWARENESS AND PARTICIPATION:** Participants stressed the need to build and strengthen institutional, financial and human capacities in the water sector and to increase public awareness and participation to promote sustainability of efforts in the water sector.

- Fiji should conduct continuous training and capacity building, advocacy and awareness programs, and wider consultations to address the lack of: capacities, understanding of water issues, and community participation.
- Fiji must leverage long-term financial and technical support to complete ongoing institutional reforms and improve and sustain local capacity.

## **RECOMMENDATIONS TO ADB**

### *Enabling Environment*

- ADB could provide financial and technical assistance to develop a national water policy, improve legislation, and create the necessary institutions for improving water governance in Fiji.
- ADB should continue to support regional cooperation and improve donor coordination.

### *Capacity Building*

- ADB could help mobilize additional financial resources and conduct training and capacity building to improve local capacity to implement IWRM.

### *Investments*

- ADB could provide loans and technical assistance to support the implementation of IWRM in the country.
- ADB should invest in urban water supply, rural water supply, wastewater management, sanitation as priority areas, and consider investment opportunities linked to tourism and water governance. Specifically, ADB could fund the rehabilitation and expansion of existing urban water infrastructure to improve the coverage and quality of water supply and sanitation services.
- ADB could include in its investment packages the improvement of infrastructure, institutional arrangements, and water governance, which includes strengthening the national water and sanitation committee, developing a national water policy, supporting water legislation, enhancing departmental coordination and asset management, and supporting capacity building, education, and data- and information-sharing.

### *Process to Ensure Implementation: Partnerships and Dissemination of Knowledge*

- ADB should partner with civil society organizations, universities, local, regional, and international organizations, and consider public-private partnerships and engaging networks among national water apex bodies, river basin organizations, water utilities and regulatory bodies to strengthen

advocacy and reform, co-financing, knowledge sharing, and capacity-building efforts in Fiji over the next five years.

## **II. BACKGROUND ON COMPREHENSIVE REVIEW**

In 2001, the Asian Development Bank (ADB) outlined its vision for integrated water management in the region in its "Water for All" water policy. The policy recognizes the Asia and Pacific region's need to formulate and implement integrated, cross-sectoral approaches to water management and development.

The principal goals outlined in the water policy are as follows:

- Promote a national focus on water sector reform
- Foster the integrated management of water resources
- Improve and expand the delivery of water services
- Foster the conservation of water and increase system efficiencies
- Promote regional cooperation and increase the mutually beneficial use of shared water resources within and between countries
- Facilitate the exchange of water sector information and experience through partnerships
- Improve governance and capacity building

As stipulated in ADB's water policy, an in-house review of policy implementation was undertaken in the third year in 2003 and a more extensive comprehensive review led by an external expert review panel has been launched in 2005, five years after the policy was approved.

The comprehensive review has four core objectives:

1. To assess performance or progress in the 7 key areas of the water policy
2. To identify challenges, investment requirements, and opportunities
3. To determine capacities and constraints in ADB and the DMCs (institutional, financial, human)
4. To advise ADB's management if the policy needs to be revised or supplemented

The comprehensive review will focus on the three key areas highlighted in ADB's water policy (water sector reforms, water resource management, and water service delivery), and the four cross-cutting issues (resource conservation, regional cooperation, partnerships, and governance). In addition to the seven key areas outlined in ADB's water policy, the comprehensive review will also consider a number of key internal and external issues and drivers relevant to implementing ADB's water policy and strengthening efforts to address the region's water sector needs.<sup>1</sup>

The review will be conducted in a manner that ensures broad stakeholder participation, transparent proceedings and reporting, and wide dissemination of the policy and the results and recommendations of the review. As outlined in the policy, an external expert review panel will lead the review and be informed by feedback gathered at in-country consultations, regional workshops, water-related conferences, ADB staff workshops and surveys, and comments gathered on ADB's water website. Additional modalities may include interviews, case studies, desk study of loan, project and agreement documents, and involvement in external research studies relevant to the review.<sup>2</sup>

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<sup>1</sup> Please refer to Appendix 7 for a complete list of the 26 areas covered in the scope of the review.

<sup>2</sup> A timeline for major activities for the review is provided in Appendix 3 and an update of progress to date for each review modality is provided in Appendix 4. Regular updates are posted on ADB's website at <http://www.adb.org/water>.

### III. BACKGROUND ON IN-COUNTRY CONSULTATIONS

#### A. Objectives and Process

ADB expects to conduct five in-country consultations and up to two other consultations on key topics to inform the comprehensive review. The in-country consultations involve stakeholders from national and sub-national levels of government, elected representatives, civil society including NGOs and academe, private sector, the media, and other institutions involved in water sector related work. In selecting participants and outlining the agenda, ADB will strive for a balanced representation across geography, ethnicity, gender, and the main sub sector and thematic areas outlined in ADB's work. The consultations are expected to take place during the months of June to November 2005 and are designed to generate feedback on policy implementation and other inputs to improve water operations, considering:

- experience in implementing the water policy
- achievements and lessons learned
- challenges and investment requirements
- opportunities and areas for improvement
- issues specific to the country and region that require attention

Review Panel members plan to participate in the consultations, interacting with various stakeholder groups across the region.

#### B. Timeline and Expected Outputs

The consultations are expected to take place during the months of June to November 2005. The schedule listed below has been coordinated with the Resident Missions, related regional events, and other ADB policy reviews planned for 2005. The consultations have been scheduled in countries representing the five regions ADB serves.

**Table 1: Schedule for Consultations**

Country	Regional Department	Proposed Dates
<i>In-country</i> <sup>3</sup>		
Cambodia (Phnom Penh)	Mekong	23-24 June 2005
Fiji (Suva)	Pacific	9-10 August 2005
Indonesia (Jakarta)	SERD	25/27 August 2005
Kazakhstan (Almaty)	ECRD	15-16 September 2005
India (New Delhi)	SARD	28 September 2005
<i>Other Consultations</i>		
ADB HQ (Manila)	Private Sector Consultation	18 October 2005
ADB HQ (Manila)	Civil Society Consultation	17- November 2005

Each in-country consultation includes an opening program featuring remarks by representatives from the appropriate government ministries, regional bodies, ADB's resident mission, and other representatives as coordinated through the resident mission. Other key components include a film introducing the water policy, overview presentations on ADB's review processes, innovative project presentations, multi-stakeholder dialogue, surveys, individual and group work, and site visits for the

<sup>3</sup> The consultation itself is a one-day exercise. The second day listed in the table is allotted for possible site visits for the Review Panel members present.

Review Panel member present where possible. Individual and group exercises during the consultation include two surveys, breakout group exercises, and plenary discussions.

Each consultation is expected to produce the following outputs:

- Participants' assessment of ADB's water policy implementation: performance and progress, challenges and constraints, and required actions
- Participants' recommendations to improve ADB's water policy implementation in the short and medium term: investment priorities, partnerships, innovations, and new business opportunities
- A summary report of the consultation reflecting participants views and comments

#### IV. SUMMARY OF FIJI'S CONSULTATION

##### A. Participants and Process

Thirty-two participants attended the consultation to discuss Fiji's experiences in implementing ADB's water policy. As outlined in the table below, participants represented the diversity of Fiji's water sector across key stakeholder groups.

##### *Breakdown of Participants by Major Stakeholder Group and Gender*

<b>Stakeholder Group</b>	<b>Number</b>
Government	13 (12 men/ 1 woman)
NGO	9 (5 men/ 4 women)
Academe	1 man
International Organizations	7 (5 men/ 2 women)
Private Sector	None
Project Resource Persons	2 men
<b>TOTAL</b>	<b>32 (25 men/ 7 women)</b>

The consultation included project presentations, dialogue, individual and group work, and site visit for the Review Panel member present.<sup>4</sup> Individual and group exercises during the consultation included two surveys, single- and multi-stakeholder breakout group exercises, and plenary discussions. Participants were also given the opportunity to provide feedback on pressing concerns not covered in the consultation exercises.

##### B. Presentations

The opening program consultation speakers included representatives from ADB's Pacific Liaison and Communication Office (PLCO), government, and the South Pacific Applied Geoscience Commission (SOPAC).

From ADB, Senior Programs Specialist/ Economist with PLCO, Ms. Nancy Convard, opened the meeting outlining what ADB's water policy seeks to achieve in Fiji and the Pacific region, and encouraging the participants to provide feedback that will improve country-specific and country-appropriate implementation of the policy. Charles Andrews, Resident Representative of ADB's

<sup>4</sup> Mr. Li Yuanyuan, Review Panel member, and team of consultants for ADB's water policy implementation review from ADB Headquarters, visited the Suva-Nausori Water Supply and Sewerage Project. The site visit included a tour of the Tamavua Water Treatment Plant, the Savura Raw Water Pump Station, Headworks No. 3, Upper Waimanu Pump Station, Raralevu-Nausori Pipeline, and the communities served by the project at the Garrick Estate.

Special Office in Timor-Leste (SOTL), outlined the key components of ADB's water policy, and stressed the importance of the policy in promoting decisions to achieve good international practice.

Fiji government representatives, Mr. Devendran Kumaran, Deputy Chief Executive Officer of the Ministry of Works and Energy, highlighted government's efforts to raise the level of investments in infrastructure development particularly from the private sector, and shared lessons that can be applied to the water sector, and Mr. Ifereimi Dau, Acting Director of the Mineral Resources Department, provided an update on efforts to establish a national water policy, and urged the participants to take active part and support the formulation of the policy.

SOPAC representatives Ms. Cristelle Pratt and Mr. Marc Overmars, presented an overview of regional and country level initiatives to promote regional cooperation and respond to the unique water management needs of the small island countries, and shared the Pacific Regional Action Plan on Sustainable Water Management and other outcomes of the regional consultation facilitated by ADB and SOPAC in 2002.

Government and NGO representatives presented innovative water sector projects: Suva-Nausori and Nadi-Lautoka Water Supply and Sewerage Projects, and Live and Learn Environmental Education's Community Water Education Programme. Speakers highlighted challenges in implementation, lessons learned and good practices to inform other projects.

Government representative, Mr. Steve Blaik, Project Manager of the Suva-Nausori and Nadi-Lautoka Projects outlined the achievements of the projects, and emphasized that early consultation with stakeholders, the design of public works prior to loan effectiveness, and close liaison between project personnel and bank staff are essential to effective implementation. NGO representative Marie Fatiaki, Programme Manager of Live and Learn, presented approaches to strengthen community capacity to govern and manage community water resources. She stressed the critical role water plays in communities as a vehicle to empower local residents and promote sustainable development.

### C. Key Questions and Issues Discussed

Through individual and group work, participants were asked to provide their assessment of ADB's water policy implementation, highlighting progress, challenges and constraints, and required actions to improve performance in key areas outlined in the policy: national water policies and water sector and subsector reforms, integrated water resources management, and water services delivery in water supply and sanitation. Participants were also asked to recommend necessary investments and new opportunities that ADB should pursue in the short and medium-term to improve water sector operations. Questions focused on issues of coverage, efficiency, and sustainability, as well as capacity, participatory practices, and social and environmental concerns. Participants' key observations and views are summarized below<sup>5</sup>.

## **PROGRESS**

1. **POLICY AND INSTITUTIONAL REFORMS:** Initial steps have been taken to improve the overall environment for the implementation of water sector and sub-sector reforms, including the development of a national water policy and the adoption of a land use policy.

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<sup>5</sup> Initial tabulations of survey responses are provided in Appendices 3a and 3b, and a summary of group and individual responses in the single- and multi-stakeholder breakout group exercises are included in Appendices 4a and 4b.

- Initial steps have been taken to develop a national water policy and implement institutional reforms.

Fiji has yet to implement a national water policy. However, government participants indicated that the Cabinet has already approved the establishment of a national water committee to develop the water policy. The Ministry of Mineral Resources is currently in the process of formulating the policy.

Government participants noted that a framework for public-private partnership in building water infrastructure has been put in place. Institutional reforms have been started with the establishment of the Water and Sewerage Department (WSD) in January 2005. The WSD is tasked with providing and managing water supply services and infrastructure throughout Fiji and is presently being strengthened to anchor the ongoing reforms in the water and sewerage sectors.

Agencies dealing with water issues and problems relating to water management have been identified. Delineation of roles of agencies under the Public Works Department (PWD) is in progress. Integrative and coordinating mechanisms are aimed to be fully operational by 2008.

- A land use policy has been approved.

Participants observed that the recent approval by Cabinet of a land use policy would help improve the protection of watershed areas.

2. WATER RESOURCES MANAGEMENT: Measures have been taken to promote IWRM, including consensus-building, accessing of funds, the implementation of awareness and education programs, and the piloting of wastewater management projects.

- Inter-sectoral consultative processes and increased participation at all levels has resulted in consensus on IWRM.

Participants credited national level and inter-sectoral consultative processes and greater involvement of government, NGOs, and communities in water resources management for developing consensus on IWRM.

Government participants observed that the formation of inter-stakeholder committees has increased and improved the participation of various stakeholders, highlighting the fact that at the regional level, countries are talking and issues are being addressed. They noted that regional consultations have resulted in the development of the Pacific Regional Action Plan, which will be used as basis for developing national IWRM and water action plans. Likewise, government is considering legislation that outlines the terms for implementing IWRM.

- Access to regional funding mechanisms to implement demonstration projects has been achieved, and awareness and education programs as well as pilot wastewater management projects have been implemented.

Participants noted that mobilization of funds from various sources including the European Union, AusAid, and the Global Environmental Facility (GEF) has created opportunities for the implementation of IWRM in the region.

Civil society participants highlighted many programs funded by different donor agencies that help to improve water resources management. They cited several awareness and education programs, and a number of pilot wastewater projects addressing environmental concerns. International agency participants also stressed that demonstration projects outlining integrated approaches have been undertaken in Fiji without much financial support, e.g., in Coral Coast, Wainimala, and Nadi river basin. Plans are underway to incorporate lessons learned from these initiatives into a national IWRM plan.

3. **WATER SERVICES DELIVERY:** Coverage of water supply services has increased, and water quality has improved with significant infrastructure developments. Institutional reforms, tariff studies, and master planning exercises are currently being undertaken to increase efficiency and promote sustainability.

- Urban and rural water supply coverage and water quality has improved and efficiencies have increased because of significant infrastructure developments and improvements in asset management.

Participants observed that significant infrastructure developments have been undertaken through the Suva-Nausori and Nadi-Lautoka Water Supply and Sewerage Projects and the Matovo Water Treatment Plant. Participants also noted that asset management has improved in the Suva-Nausori and Nadi-Lautoka water supply and sewerage systems. These developments have resulted in increased urban and rural water supply coverage and in improved water quality. Government participants estimated that coverage in urban areas reached 95%. Moreover, efforts to increase leak detection has also reduced water leakages from approximately 70% in 2003 to 55% in 2005.

Civil society participants acknowledged that piped water has been provided to almost every household in the urban areas. However, they emphasized that more needs to be done to provide sufficient water supply to all areas. While participants acknowledged that the Suva-Nausori Project and associated TAs will help improve the reliability of water supply and access for these large population centers, they indicated that no real progress has been made in rural water supply as water supply in some rural areas still has to be treated.

- Institutional reforms are in progress, involving both government and civil society stakeholders.

Participants observed that institutional reforms are in progress and NGOs are engaged in the process. Government participants indicated that institutional reforms particularly in the Department of Water and Sewerage (DWS) are ongoing. Civil society participants acknowledged that communities and civil society organizations are being consulted to discuss water and sanitation issues among affected stakeholders.

- Tariff studies and master planning exercises are currently being undertaken to improve water supply and sanitation services.

Participants indicated that tariff studies are being undertaken to determine revenue options for improving the quality and sustainability of water services delivery. Government participants added that master planning exercises are also being conducted to develop a broad and long-term framework to improving water services delivery.

## **CHALLENGES AND CONSTRAINTS**

1. **WEAK POLICY AND LEGISLATIVE FRAMEWORK:** Outdated legislation, lack of an overarching water policy, governing body, and lack of political will has resulted in the absence of the strategic direction and institutional mandate necessary to guide water sector development efforts and address critical social and environmental concerns.

- Outdated legislation and lack of a central policy or governing authority to initiate reforms has limited progress in Fiji's water sector.

Participants indicated that Fiji continues to rely on very old legislation, which is responsible for the weak legal and regulatory framework guiding the water sector. Lack of a clear authority or statutory body to set policy directions and make decisions about water issues has contributed to the overall

weak environment in implementing policy, and inadequate progress on water sector and sub-sector reforms.

Participants emphasized that the country's weak legal and institutional frameworks have compromised efforts to implement reforms and improve water resources management. Key constraints identified include the lack of authority and coordination among agencies and inadequate legislation, which has contributed to gaps and shortcomings in addressing social and environmental concerns. Government participants also acknowledged that the EIA process has not been fully and consistently incorporated in the development of water resources projects, also contributing to the lack of consideration of social and environmental concerns. Participants also identified the need to conduct cost-benefit analyses to better focus and guide water sector priorities and align development efforts with critical needs.

- Political resistance, lack of political will, and political apathy has stalled efforts to make institutional reforms necessary to improve service delivery.

Participants reiterated that the lack of a water policy and awareness and recognition of the need for a multi-sectoral approach have limited the options for improving water supply and sanitation. They cited political fear, resistance to reforms, and apathy to standards among government officials as key obstacles undermining reforms and exacerbating gaps in capacity.

Civil society participants emphasized that government has not prioritized water supply and sanitation. Failure to realize that water access is a multi-sectoral issue has made it difficult to develop a multi-sectoral, integrated approach to developing water supply services. Moreover, participants from international organizations observed that incoherent institutional arrangements particularly with regard to rural water supply and sanitation have resulted in gaps and shortcomings in services delivery in the rural areas.

Government participants acknowledged that there was a lack of political will to implement necessary policy and institutional reforms. However, awareness of the need for a water policy has increased due to the rising level of commercial use of water and the ever-increasing demand on various water uses. This has triggered initiatives toward the development of a water policy, with the government realizing that it must lead the way and coordinate the work of various stakeholders in the water sector.

**2. LACK OF CAPACITY AND RESOURCES:** Key institutions lack the necessary capacity and resources to implement necessary reforms and provide sustainable water services.

- Lack of technical expertise, funding, and equipment have limited Fiji's capacity to implement necessary reforms and improve water resources management and service delivery.

Government participants maintained that the lack of funding, professional staff, technical expertise and equipment has stalled efforts to improve water governance, management, and service delivery in Fiji. At the sector and sub-sector level, these barriers have caused difficulties in managing non-revenue water (NRW), and implementing full cost recovery. International agency participants maintained that competition for resources and continuing sectoral approaches at the national government level have made it more difficult for the country to overcome capacity problems.

**3. LACK OF PUBLIC AWARENESS AND ACCESS TO CREDIBLE INFORMATION:** Public misinformation and lack of access to, coordination and exchange of water-related information has compromised water resource management, governance, and service delivery.

- Inadequate awareness of inter-sectoral issues related to water, lack of knowledge coordination and dissemination of best practices, and misinformation have made it difficult to implement reforms and improve service delivery.

Participants identified a general lack of awareness and understanding of the interconnections between water, health, environment and other issues, as well as a lack of knowledge of best practices in the sector. Government participants blamed the lack of data and information in the water sector for perpetuating the gaps in capacity. Civil society participants added that “brain drain” and the lack of knowledge of participatory approaches have further restricted government’s ability to address water sector needs.

Public misinformation, resulting in misguided opposition to reforms, particularly with regard to tariffs and cost recovery measures, has made it difficult to implement reforms and generate necessary finances for the water sector.

Participants observed that there is also a lack of credible information and data relating to water. What information is available is scattered across various sectors and is not exchanged or coordinated. Moreover, existing data have not been updated to reflect the fast-paced changes in the water sector.

4. **LAND AND RESETTLEMENT ISSUES:** Land acquisition and resettlement issues continue to deter the expansion and improvement of water infrastructure.

Government participants indicated that land acquisition and resettlement issues continue to hinder the expansion of coverage and infrastructure improvements in water supply and sanitation, especially in rural areas.

### ***REQUIRED ACTIONS FOR FIJI***

1. **POLICY AND INSTITUTIONAL REFORMS:** Participants outlined a number of key policy and institutional reforms necessary to improve water governance and service delivery in Fiji.

- Fiji should develop a national water policy and enact new laws to establish a clear institutional and regulatory framework.

Government participants acknowledged that a national water policy and new legislation would provide the legal basis, clear policy directions, and institutional mandates for undertaking necessary water sector and sub-sector reforms. Within the policy and new legislation to be developed, land settlement issues, prioritization of water resources projects, and environmental provisions should be included. Participants from international organizations stressed that a coherent national policy on water supply and sanitation should cover both urban and rural areas.

- Fiji should develop a master plan to provide the framework for improving water supply and sanitation service delivery systems.

Participants emphasized the importance of developing a national water plan to provide the long-term framework for improving water supply and sanitation. Coupled with a new national water policy, the master plan should aim to establish autonomy, accountability and sustainability of water services delivery systems. Civil society participants emphasized that such a water sector plan should acknowledge community and government efforts, and enhance collaboration.

- Fiji should establish a National Water Resources Committee, and incorporate the EIA process in water resources projects.

Participants indicated that it would be necessary to establish a National Water Resources Committee, review existing laws and regulations, and incorporate the EIA process in water resources projects to strengthen the legal and institutional frameworks for water resources development and management.

- Fiji should develop a model IWRM project for each country in the Pacific region.

Participants recommended that a model IWRM project for each country in the region be developed, taking into account the needs of small island systems.

2. **CAPACITY BUILDING, PUBLIC AWARENESS AND PARTICIPATION:** Participants stressed the need to build and strengthen institutional, financial and human capacities in the water sector and to increase public awareness and participation to promote sustainability of efforts in the water sector.

- Fiji should conduct continuous training and capacity building, advocacy and awareness programs, and wider consultations to address the lack of: capacities, understanding of water issues, and community participation.

Government participants indicated that it would be necessary to undertake continuous training and capacity building to address the lack of professional and technical knowledge and skills in water-related agencies. They also indicated that advocacy and awareness programs should be conducted at both national and community levels to correct public misinformation about the need for reform and to encourage greater participation.

- Fiji must leverage long-term financial and technical support to complete ongoing institutional reforms and improve and sustain local capacity.

Government participants indicated that financial and technical support to develop capacities among service providers in the areas of asset management, participatory management practices, and technical fields is required to make efforts in the sector sustainable. They proposed a number of program or project initiatives that could be considered to address sustainability and capacity issues in water services delivery, including a review of procedures and guidelines to improve revenue collection from water billing, and benchmarking among urban water systems particularly in the major metered systems.

International organization participants echoed these recommendations emphasizing the need for government investment and support as well as participatory approaches in planning (utilizing local groups and traditional approaches and mobilizing NGOs and CBOs in the process). To do so, they recommended that government develop and implement guidelines and procedures to empower and enable communities to develop and manage their own water supply systems.

Civil society participants indicated that local government and service providers could develop community-managed water networks, promote participation of NGOs and CBOs in projects implemented by local government, conduct water awareness campaigns and water education in schools to promote community ownership and sustainability of water infrastructure and services in poor rural areas. However, they emphasized the need for hardware, capacity building, and government support and cooperation for community-managed networks to be sustainable. Moreover, they suggested that village-planning employ an integrated multi-issue approach, pilot initiatives for urban poor water supply systems, and include best practices documentation and dissemination.

## **RECOMMENDATIONS TO ADB**

### *Enabling Environment*

- ADB could provide financial and technical assistance to develop a national water policy, improve legislation, and create the necessary institutions for improving water governance in Fiji.

Participants from international organizations emphasized the need for ADB to continue support for ongoing reforms in the Water and Sewerage Department (WSD) after the current TA is completed, indicating that institutional reforms would lead to the enforcement of standards and improve governance and water services delivery.

- ADB should continue to support regional cooperation and improve donor coordination.

Participants indicated that support for collaboration among regional and international organizations is needed to sustain the progress made in regional cooperation. Moreover, support is needed for regional water organizations in the areas of promoting best practices and benchmarking of utilities.

### *Capacity Building*

- ADB could help mobilize additional financial resources and conduct training and capacity building to improve local capacity to implement IWRM.

Participants identified a number of key areas requiring action to improve local capacity to implement IWRM, including funding, training and capacity building in planning, management, monitoring and evaluation, and the technical aspects of water resources development and management. Government participants suggested that training and capacity building should include a needs assessment or analysis and should develop skills and methodologies to implement participatory approaches. Civil society participants proposed that awareness and education programs among communities be conducted to develop such skills. They indicated that in addition to providing funding, ADB could provide information, education, and communication (IEC) materials.

### *Investments*

- ADB should invest in urban water supply, rural water supply, wastewater management, sanitation as key priority investment areas.

Overall, participants highlighted urban water supply, rural water supply, wastewater management, and sanitation as priority investment areas. Government participants suggested that ADB help rehabilitate and augment existing urban water infrastructure to improve the coverage and quality of water supply and sanitation services at the local and national levels. International agency participants also emphasized the need for ADB to provide long-term support to promote good management and sustainability.

- ADB should consider investment opportunities linked to tourism to provide support to rural areas.

Participants recommended investment in wastewater management in areas with high tourism and population, calling for a cost-benefit analysis of tourism development, and the provision of financial support for rural development projects like eco-tourism and aquaculture development.

- ADB's investments should be linked in improving water governance and promoting sustainability through local capacity building and participation.

Participants emphasized the need to invest in efforts to improve infrastructure, institutional arrangements, and water governance, which includes strengthening the national water and sanitation committee, developing a national water policy, supporting water legislation, enhancing departmental coordination and asset management, and supporting capacity building, education, and data- and information-sharing. For example, civil society participants recommended including participatory approaches and suggested that ADB support the establishment of community and NGO networks for consultation, while government participants proposed including the formulation of tariffs as well as targeting expansion of services to the western section of the country in investment packages and new legislation.

Civil society participants also emphasized the need for ADB to invest in IWRM, sector assessments and reforms, conservation and usage awareness and education programs. Specifically, civil society participants indicated that ADB should help strengthen traditional methods of water management, and support civil society organizations' efforts to undertake community-based water conservation projects.

- ADB could provide loans and technical assistance to support the implementation of IWRM.

International agency participants emphasized the need for ADB to support water governance programs and IWRM processes in loans and TAs to help facilitate management and coordination among the different stakeholders in the water sector.

#### *Process to Ensure Implementation: Partnerships and Dissemination of Knowledge*

- ADB should partner with civil society organizations, universities, local, regional, and international organizations, and consider public-private partnerships and engaging networks among national water apex bodies, river basin organizations, water utilities and regulatory bodies to strengthen advocacy and reform, co-financing, knowledge sharing, and capacity-building efforts in Fiji over the next five years.

Participants emphasized the importance of partnering with country level entities such as networks for community governance, country partnerships for capacity building, as well as, regional organizations like regional utility networks and other organizations working on sector reforms, applied research, and trans-boundary issues. At all levels, civil society participants emphasized the need to partner with education and awareness NGOs to strengthen awareness and education through water campaigns and targeted advocacy efforts.

Specifically, participants suggested that ADB should develop partnerships with the Fiji Council on Social Services (FCOSS) to improve conservation efforts and with the National Water Committee and provincial administration for capacity building and reforms. Participants also indicated that ADB should support the development of organizations that could best partner with ADB, for example, water utility organizations. ADB responded that in fact it has supported the Southeast Asia Water Utilities Network (SEAWUN), and ADB has found it valuable to support such initiatives as "practitioners helping practitioners" and "utility operators helping each other."

## V. FOR MORE INFORMATION ABOUT THE REVIEW AND THIS REPORT:

Throughout the course of the review, the Lead Facilitator, ADB Water Policy Implementation Review, will oversee and manage all activities to monitor progress and to ensure that the review is completed on schedule. A Meeting Facilitator has also been enlisted to help organize and conduct the in-country consultations. Their contact information is as follows:

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Throughout the review process, regular updates will be posted on ADB's website for comment:  
at <http://www.adb.org/water>

## Appendix 1: Agenda for the In-country Consultation

### ADB's WATER POLICY IMPLEMENTATION REVIEW IN-COUNTRY CONSULTATION FOR FIJI

Tanoa Plaza, Suva, Fiji  
9 August 2005

#### *Final Agenda*

#### Introductions and Overviews

- 8:30 – 9:30 Welcome and Opening Remarks  
*Nancy Convard, Senior Programs Specialist/ Economist, Pacific Liaison Coordination Office (PLCO, ADB)*  
*Devendran Kumaran, Deputy Chief Executive Officer of the Ministry of Works and Energy, Fiji*
- Keynote Address:  
*Ifereimi Dau, Director of Mineral Resources Department, Fiji*  
*Cristelle Pratt, Director of South Pacific Applied Geoscience Commission (SOPAC)*  
*Marc Overmars, Water Adviser, (SOPAC)*
- 9:30 – 9:45 Introduction of ADB's Water Policy: (film viewing)  
*Water for All: The Power to Change People's Lives*
- 9:45 – 10:00 Overview of Comprehensive Review of ADB's Water Policy Implementation  
*Kathryn E. Nelson, Lead Facilitator, Water Policy Implementation Review, ADB*
- Introduction of Consultation Agenda, Ground Rules, and Participants  
*Jean C. Laguerder, Meeting Facilitator, Water Policy Implementation Review, ADB*
- 10:00 - 10:15 Questions
- 10:15 - 10:30 TEA BREAK
- 10:30 – 10:45 Overview of ADB's Water Policy  
*Charles Andrews, Resident Representative, Special Office in Timor-Leste, ADB (SOTL, ADB)*
- 10:45 – 11:30 Fiji's Water Sector and Innovative Water Projects  
*Introduced by Nancy Convard, PLCO, ADB*
- ADB's Suva-Nausori and Nadi-Lautoka Water Supply and Sewerage Projects.  
*Steve Blaik, Project Manager*
- Live and Learn Environmental Education's Community Water Projects,  
*Marie Fatiaki, Programme Manager*
- 11:30 – 11:45 Questions

11:45 – 12:15        Surveys: Performance, Investment Priorities, and Partnerships  
 12:15 – 1:30         LUNCH

### **Facilitated Exercises and Discussions to Secure Feedback on Water Policy Implementation**

1:30 – 2:30         Single-stakeholder Breakout Groups: Discussion of Survey Responses  
 Investment Priorities, Community Ownership, and Partnerships  
  
 Group 1: Government and Private Sector  
 Group 2: NGOs and Academe  
 Group 3: International Organizations and Project Resource Persons

2:30 – 3:00         Report Out from Breakout Groups and Discussion

3:00 – 3:15         TEA BREAK

3:15 – 4:15         Multi-stakeholder Breakout Groups: Innovations and Progress, Challenges and  
 Constraints, Required Actions and Opportunities  
  
 Group 1: Water Sector Reforms  
 Group 2: Water Resource Management and Environmental Concerns  
 Group 3: Water Service Delivery (Water Supply and Sanitation)

4:15 – 5:00         Report Out from Breakout Groups and Discussion

5:00 – 5:30         Participants' Reflections and Closing Remarks

5:00 – 5:30         Wrap up and Next Steps  
*Kathryn E. Nelson*

6:00 – 8:00         DRINKS AND DINNER  
*Hosted by Nancy Convard, PLCO, ADB*

## Appendix 2: List of Participants

### ADB's WATER POLICY IMPLEMENTATION REVIEW IN-COUNTRY CONSULTATION FOR FIJI

Tanoa Plaza, Suva, Fiji  
9 August 2005

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## Appendix 3a: Summary of Survey Responses

### ADB Water Policy Implementation Review Client and Stakeholder Survey Initial Tabulations August 2005

**Number of Total Respondents: 27**

<i>Date</i>	9 August 2005				
<i>Name (optional)</i>		<i>Age</i>		<i>Gender</i>	Male 23 Female 12
<i>Position</i>		<i>Organization</i>			
<i>Country</i>		<i>Email Address</i>			

#### **My Organization:**

- Central Government = 10
- Sub-National Government (Region/State/District/Local) = 3
- International NGO/Civil Society Organization = 4
- National NGO/Civil Society Organization 2
- Local NGO/Civil Society Organization =1
- Trade Union = 0
- Private Sector/Business Association =0
- Private Citizen = 0
- Multilateral/Intergovernmental Agency =4
- University/Educational Institution =1
- Research Institute/"Think Tank" =0
- Other (specify): =5
- 1 sanitary org; 1 sub-regional NGO;
- 1 independent regulator; 1 consultant;

#### **My Work:**

- Water resources management = 7
- Urban water supply & sanitation = 8
- Rural water supply & sanitation = 11
- Bulk water supply = 3
- Irrigation & drainage = 0
- Hydropower = 0
- Flood management & urban drainage = 0
- Disaster response & mitigation = 2
- Watershed management = 1
- Environment improvement = 6
- Wastewater control & treatment = 4
- Marine & coastal management = 3
- Others (specify: related field in health, education, environment, public governance)  
\_\_\_\_\_9\_\_\_\_\_
- 1 development housing lots and finance
- 1 not specified; 1 environment education;
- 1 rural education, youth governance;
- 1 public governance;
- 1 governance, price setting;
- 1 institutional development, tariffs;
- 1 environmental health; 1 agriculture and forestry;
- 1 strengthening NGO sector through capacity build-up, infrastructure and stakeholder relation

**Please take 10 minutes to answer the following 7 questions. Your response refers to:**

- Asia Pacific Region, OR =9
- Specific Country: =16 - Fiji

1. **ADB's water policy aims to support its clients in the Asia Pacific region in the following seven areas. In which of these has progress been highest?** *Please select up to 3 areas where progress has been highest.*

- |   |   |
|---|---|
| <input type="checkbox"/> National water sector reforms=15               | <input type="checkbox"/> Regional cooperation=2                       |
| <input type="checkbox"/> Integrated water resources management=3        | <input type="checkbox"/> Stakeholder consultation and participation=6 |
| <input type="checkbox"/> Expansion and improvement of water services=23 | <input type="checkbox"/> Good governance and capacity building= 9     |
| <input type="checkbox"/> Water conservation and water use efficiency=9  |   |

2. **Where should ADB concentrate its water investments over the next 5 years (through 2010)?** *Please select up to 3 areas for priority investments.*

- |  |   |
|--|---|
| <input type="checkbox"/> Urban water supply=20   | <input type="checkbox"/> Flood management=0                             |
| <input type="checkbox"/> Rural water supply=17   | <input type="checkbox"/> Hydropower=0                                   |
| <input type="checkbox"/> Sanitation=9  | <input type="checkbox"/> Transboundary rivers management=1              |
| <input type="checkbox"/> Wastewater management=13  | <input type="checkbox"/> Regional exchange of experience=1              |
| <input type="checkbox"/> Integrated water resources management in river basins (IWRM)=11 | <input type="checkbox"/> Regional networking for capacity development=5 |
| <input type="checkbox"/> Irrigation and drainage=2                                       | <input type="checkbox"/> Other:=1: NGO advocacy capacity                |

3. **What should ADB include in its water investment packages?** *Please select up to 3 options to be included.*

- |   |  |
|---|--|
| <input type="checkbox"/> Sector assessments and analyses of issues=12 | <input type="checkbox"/> Capacity development =19        |
| <input type="checkbox"/> Policy dialogue =6                           | <input type="checkbox"/> Development partnerships =6     |
| <input type="checkbox"/> Technical assistance =14                     | <input type="checkbox"/> Regional cooperation =2         |
| <input type="checkbox"/> Infrastructure (new and rehabilitation) =16  | <input type="checkbox"/> Other: =1: watershed management |

4. **How could ADB become more responsive to client needs and increase its water investments?** *Please select up to 3 approaches to increase investments.*

- |   |  |
|---|--|
| <input type="checkbox"/> Program approach (multi-donor budget support to government) =20    | <input type="checkbox"/> Lending to national ministries and agencies =6                        |
| <input type="checkbox"/> Sector approach (financing subprojects selected by government) =16 | <input type="checkbox"/> Lending to local government =5  |
| <input type="checkbox"/> Project approach (financing of projects designed in advance) =14   | <input type="checkbox"/> Private sector participation (without government guarantees) =13      |
|   | <input type="checkbox"/> Other: =2 (1-support for NGOs; 1-support NGO role on "Water for All") |

5. **Which of these changes (suggested by participants of ADB's Water Week 2004) are the most important?** *Please select up to 3 changes.*

- |  |  |
|--|--|
| <input type="checkbox"/> Working more selectively with the right information, organizations, and leaders =20 | <input type="checkbox"/> Empowering civil society organizations as catalysts for water sector reform =17 |
|  | <input type="checkbox"/> Promoting credible water regulatory bodies for water services =16               |

- Linking formal and informal water service providers =3
- Catalyzing water investments to the rural poor =17
- Investing more in nonstructural interventions =3
- Lending more to subsovereign partners =3
- Other: =0

6. **Which of the following options would be most effective in promoting community ownership of water infrastructure and services in poor rural areas?** *Please select up to 3 options.*

- Small private water networks =2
- Community-managed water networks =25
- Handover of management to water user organizations =6
- Service agreements between water providers and water user organizations =10
- Participation of NGOs/CBOs in projects implemented by local government =15
- Water awareness campaigns by local government and service providers =11
- Water education in schools =11

7. **Which of the following groups or organizations could be the most effective partners for ADB over the next 5 years?** *Please select up to 3 partners or partnerships that ADB should pursue.*

*Advocacy:*

- Media and journalists =5
- Civil society organizations =17
- International advocacy NGOs =6
- United Nations organizations =5
- World Water Council = 5

*Co-financing:*

- Public-private partnerships =9
- Bilateral funding agencies =3

*Knowledge:*

- Universities and institutes =9
- Multilateral development banks =1
- Global Water Partnership =4
- International organizations e.g. IWMI, IFPRI, IUCN, WWF =6

- International professional associations = 2

*Capacity:*

- Networks among national water apex bodies, river basin organizations, water utilities, and regulatory bodies =15
- Regional water partnerships =8
- Country water partnerships =5
- Professional associations =0
- Research organizations =2

*Other:*

- Other:=2 (1-Government multisectoral approach; 1-Pacific Water Association)

Please submit your completed survey to ADB staff at the event you are attending. You may also fax your responses to ADB's Water Team at +63 2 636 2381/2356 or visit ADB's water website at <http://www.adb.org/water> to complete this survey online.

***Thank you for your time and interest! Visit our website for regular updates on the review process***

## Appendix 3b: Summary of Survey Responses

### ADB Water Policy Implementation Review NGO Center Questionnaire Initial Tabulations August 2005

Number of Total Respondents: 22

1. Are you familiar with *ADB-Government-NGO Cooperation: A Framework for Action, 2003-2005*? (If not, please check “No” and skip to question 6).

  7   Yes, I know something about *the Framework*

 15  No, I do not know anything about *the Framework*

2. In which of the following five areas has the greatest progress been made since 2003 in improving ADB-Government-NGO cooperation? (Check up to three).

  7   Strengthening NGO participation in ADB-supported activities

  4   Enhancing transparency and accountability through access to information

  4   Developing ADB’s capacity for NGO cooperation

  2   Building NGO capacity and providing institutional support

  2   Strengthening Government-NGO cooperation and collaboration

3. What have been the most significant contributions by ADB to implementing *the Framework* and strengthening ADB-Government-NGO cooperation over the past two years?

- Funding has been significant in involving NGOs in activities supported by ADB.
- Facilitator, regulator, and vehicle for awareness promotion.
- Providing funding assistance to enable PCD Fiji (formerly FSP Fiji) to participate in NGO-Government-ADB consultation in Sydney (2003).
- Participation in consultations.

4. What have been the most significant contributions of NGOs and other civil society organizations in implementing *the Framework* and strengthening ADB-Government-NGO cooperation over the past two years?

- Participation and constructive contributions.
- Community consultative processes.
- Comments made by Alisi Daurewa (Foundation for Peoples of the South Pacific – FSP Fiji now Partners in Community Development Fiji) during the 2003 NGO-Government-ADB consultation in Sydney were captured by ADB.
- Active participation even without grants.

5. What have been the most significant contributions of ADB member governments in implementing *the Framework* and strengthening ADB-Government-NGO cooperation since 2003?

- Not much.
- None in the NGO sector in Fiji.
- Budget and financial contributions.
- Member governments have slowly started to acknowledge the importance of NGOs in the partnership.

6. A new action plan for ADB-government-NGO cooperation (2006-2010) should give greatest attention to the following priorities (check up to three).

- \_\_\_14\_\_\_ Strengthening NGO participation in ADB-supported activities
- \_\_\_11\_\_\_ Enhancing transparency and accountability through access to information
- \_\_\_6\_\_\_ Developing ADB's capacity for NGO cooperation
- \_\_\_12\_\_\_ Building NGO capacity and providing institutional support
- \_\_\_16\_\_\_ Strengthening Government-NGO cooperation and collaboration

7. What are the most significant obstacles to strengthening ADB-Government-NGO cooperation?

LACK OF:

- communication
- awareness, capacities, sensitivity, understanding
- interest, political will and sincerity from government in working with NGOs
- financing
- understanding by NGOs that government cannot provide for all needs because of lack of resources
- trust in NGOs by government
- user-friendly information for Pacific NGOs
- stronger dialogue by ADB to develop partnerships with NGOs to deliver integrated programs at national and local levels (health, water, environment, sustainable livelihood)

OTHER OBSTACLES:

- limited number of NGOs in the Pacific
- NGOs are becoming politically focused and are compromising their objectives and roles
- NGOs are unaware that people need to pay to ensure quality services
- cultural limitations
- undefined work areas
- uncoordinated NGO approaches
- no umbrella NGO body
- red tape
- unfavorable government policies

## **Appendix 4a: Summary of Breakout Group Outputs**

### **ADB's WATER POLICY IMPLEMENTATION REVIEW IN-COUNTRY CONSULTATION FOR FIJI**

Tanoa Plaza, Suva, Fiji

9 August 2005

#### **QUESTION 1. INVESTMENT PRIORITIES**

*Where should ADB concentrate its water investments over the next 5 years in Fiji? What should be included in ADB's water investments in Fiji?*

#### **STAKEHOLDER GROUP RESPONSES**

##### Group 1: NGOs and Academe

#### **COLLECTIVE RESPONSES:**

- Rural water supply using participatory methods (support NGOs and community networks for consultation)
- Sanitation and wastewater management
- Integrated water resources management
- Conservation and usage awareness and education
- Others: cooperation with other donor agencies, grant to CSO/ NGO umbrella organizations for community-based water conservation, CSO/ government partnership for rural water management and supply, water resource stock take, traditional methods of water management, water catchment management, sector reforms

#### **INDIVIDUAL RESPONSES:**

- Integrated water resources management in river basins
- Capacity-building
- Rural water supply (5x)
- Providing infrastructure, new and rehabilitation (2x)
- Wastewater management (4x)
- Technical assistance (2x)
- Providing assistance to CSO umbrella networks for water conservation at community level
- Community-based water management
- Building CSO-government partnership in water management
- Community water projects
- Urban water supply efficiency
- Coordinate activities and consultations among stakeholders on a regular basis
- Sector assessments and analyses of issues
- ADB could stock take water resources
- ADB should support traditional means of water management
- Sanitation
- Development partnerships
- ADB needs to invest in NGO-community networks at the grassroots level particularly with regard to their consultative processes with communities
- Cooperating with other international and regional donor agencies to ensure broader response to water issues
- Protection of critical water catchment areas in Fiji

- IWRM including protection of water sources and waste management (2x)
- Water conservation and community awareness of water issues
- Water conservation and water use efficiency: funding for NGOs and government to produce learning materials and carry out public education
- National water sector reforms
- Needs assessment on urban water supply and sanitation that disaggregates down to types of users and the needs of the poor
- Capacity development and institutional reform to support sustainability of urban water supply and sanitation
- Accelerate corporatization of Fiji Water Board to develop autonomy, accountability and sustainability
- Development of water governance building blocks

Group 2: Government and Private Sector

**COLLECTIVE RESPONSES:**

- Urban water supply, technical assistance, sanitation and wastewater management (priority 1)
- Rural water supply, IWRM, capacity building, water legislation (priority 2)
- Catchment management, ICMP, tariff development, expansion of water services to the west (priority 3)

**INDIVIDUAL RESPONSES:**

- Urban water supply (8x)
- Flood management
- Capacity building (3x)
- Sanitation (4x)
- Technical assistance (2x)
- Water regulations
- Water use management (2x)
- Wastewater management (3x)
- Peri-urban areas
- Rural water supply (4x)
- Treatment of rural water supply
- Concentrate in rural areas with potential for development
- Include water resource protection in investment package
- Infrastructure: new and rehabilitation of existing ones (3x)
- Sector assessments and water studies (2)
- Water conservation and water use efficiency in urban water supply
- Water awareness programs
- IWRM (3x)
- Tariff settings
- Western division
- National water sector reforms

Group 3: International Agencies and Project Resource Persons

**COLLECTIVE RESPONSES:**

- Urban water supply including infrastructure, institutional reform, capacity building and education, and asset management

- Water governance including strengthening of national water and sanitation committee, national water policy and legislation, departmental coordination, and data and information-sharing
- Rural water supply focusing on institutional arrangements and infrastructure
- Sanitation and wastewater management

## **INDIVIDUAL RESPONSES:**

- Continue organizational reform of water and sewerage departments to progress to autonomy, accountability and sustainability of services
- Continue provision and rehabilitation of urban water and sewerage infrastructure and promote responsible management (operation, maintenance and replacement planning)
- Irrigation and drainage
- Rural water supply needs assessment, focusing on tourism, industrial and agricultural sectors, include participatory approaches: allocation to various sectors agreed upon
- Public-private partnership in infrastructure development facilitated
- Urban water supply needs assessment, identifying separately by sector (domestic, industrial, tourism, and in particular needs of the poor or marginalized so that specific interventions can be planned for delivery
- What: sustainability through corporatization, e.g., Fiji Water Board (2x)
- Where: urban water supply and sanitation infrastructure (new and restored systems) and institutions (3x)
- Water governance building blocks: comprehensive water policy, departmental coordination, information sharing/ data management, legislation, strengthening National Water Committee
- Capacity building integrated in loans or TAs; specific training and skills development in government agencies
- Regional cooperation and development of national water partnerships
- IWRM
- Wastewater management
- Urban water supply: leak reduction in the west and north
- Institutional TA especially training
- Rural water supply: identification of standards, community needs and aspirations; institutional arrangements
- Sanitation: rural – community awareness; urban – trade wastes, monitoring, enforcement capacity (training), expansion

## **QUESTION 2. COMMUNITY OWNERSHIP AND SUSTAINABILITY**

*What strategies would be most effective in promoting community ownership of water infrastructure and services in poor rural areas in Fiji?*

### **STAKEHOLDER GROUP RESPONSES**

Group 1: NGOs and Academe

### **COLLECTIVE RESPONSES**

- Community-managed networks with government support and cooperation
- NGO/ CBO involvement in local government projects and governance systems with full participation in decision-making
- Village planning using integrated multi-issue approach
- Village as main player in all stages
- Education in schools
- Best practices documentation and dissemination
- Pilot approaches to urban poor water supply

- Hardware for rural water supply
- Capacity building for maintenance of rural systems
- Awareness generally

## **INDIVIDUAL RESPONSES**

- Community development through existing local organizations
- Water awareness campaign (2x)
- NGO and CSO participation in projects (2x)
- Community-managed networks
- Set up governance mechanisms for rural water systems
- Investment and support hardware for water system
- Capacity building for rural technicians to run and maintain water system
- In rural areas, support traditional structures that work and in urban areas, pilot best practices
- Government, CSO and community partnerships in management and conservation
- Community capacity-building in water conservation
- Establish community-managed water networks and link these with existing development, administrative and governance structures
- Water education in schools
- Community involvement in project design and management (including monitoring and evaluation)
- “Learning Circle” strategy: inclusion of all water users especially women and youth in decision-making concerning water management
- Participatory methods and approaches using indigenous groups, NGOs and CBOs (2x)
- Integrated planning approaches covering all sectors inter-linked with water, e.g., health, environment and resource management
- “Control” database for information, e.g., clearing house – information needs for NGOs and other stakeholders
- Government resources to support community-managed water systems, i.e., standards, national capacity, government and community partnerships suited to community needs
- Community-empowering regulations and guidelines for community-owned or managed water systems

### Group 2: Government and Private Sector

## **COLLECTIVE RESPONSES**

- Community-managed networks
- Awareness program
- Service agreements
- Education
- NGOs
- Local authority
- Service agreement providers
- Education in schools
- Government providers
- Radio
- Agreed tariffs
- Local needs analyses
- Public awareness

## **INDIVIDUAL RESPONSES**

- Maximize use of oral, written and visual presentations of issues

- Obtain needs analyses of affected local communities
- Metered scheme in the village and agreed tariffs
- Participation of NGOs and CBOs in projects implemented by local governments (2x)
- Service agreements should contain provider and user KPIs
- Service agreements between water providers and water user organizations (3x)
- Handover of management to water user organizations (2x)
- Community managed but government supported water initiatives
- Media campaigns especially over radio
- Involve water resource owners and local communities especially in planning stages
- Community involvement
- Water awareness campaigns (5x)
- Self-help scheme: 1/3 to 2/3 community contribution
- Community-managed water networks (6x)
- Water education in schools (3x)
- Full government subsidy of costs
- Use different levels of community to influence policy and implementation of services

### Group 3: International Agencies and Project Resource Persons

#### **COLLECTIVE RESPONSES:**

- Participatory approaches to planning including community-owned/ managed water infrastructure, using local groups and traditional approaches, and employing NGOs and CBOs
- Government resources and engagement to support community water supply systems – national capacity to respond and engage; government and community partnerships suited to the needs of individual communities
- Water awareness
- Regulation/ guidelines to empower and enable communities to develop and manage their water supply system

#### **INDIVIDUAL RESPONSES:**

- Individual community involvement in concept, design, build and operate, financing, cost sharing
- Use of existing rural community structures for infrastructure management
- Use of participatory approaches in planning and implementing of improved water infrastructure
- Establish water user organizations building on traditional or existing frameworks
- Adopt participatory approaches in all stages of water supply and sanitation project development
- Introduce community-management approaches
- Water education in schools to include sanitation, watershed protection, conservation
- Service agreements (water providers and water user organizations) – service agreements within communities for communities (they will need help in articulating standards); identifying and modify costs; managing assets (this will help and be helped by developing a “national standard” service agreement).
- Community-managed water networks: the present approach will need strengthening with national advice, regulatory, troubleshooting center
- Water awareness – really lacking at community level (conservation, wastewater); also local government regulations building codes e.g., use of dual flush toilets in new developments, rainwater use
- Legislative or regulatory change to empower community-owned/ managed water supply
- Community-managed water networks – proven elsewhere to effectively promote community ownership; support communities, train people in management

- Participation of NGOs and CBOs that have in general the best access to communities
- Lack of political will
- Inadequate policy direction concerning reforms
- Lack of legislative framework
- Resource constraints (funding, professional staff, equipment)
- Public misinformation
- Lack of information (access, coordination and exchange)

### **QUESTION 3: PARTNERSHIPS**

*Which groups or organizations should ADB partner with in the next 5 years in Fiji? (advocacy and reform, co-financing, knowledge sharing, capacity-building, others).*

### **STAKEHOLDER GROUP RESPONSES**

#### Group 1: NGOs and Academe

### **COLLECTIVE RESPONSES**

- Water campaigns and advocacy: education and awareness NGOs
- Community water governance: country network
- Co-financing: public and private partnership, especially with regard to tourism facilities
- Capacity building: country partnership
- Applied research: research organizations
- Conservation: Fiji Council of Social Services (FCOSS)
- Sector reforms: regional organizations
- Water catchment management: conservation NGOs
- Endangered water sources: universities and institutes
- Capacity building, reform and advocacy: provincial administration
- Financing: central government
- Situation analysis: all partners, related sectors e.g. health (internal water management at national level)

### **INDIVIDUAL RESPONSES**

- Co-management networks: NGOs and community organizations
- Pilot projects: applied research organizations
- Sector reforms: government and University of South Pacific (USP)
- Advocacy and governance: NGO and CBO community networks
- Community water governance: NGOs and USP
- Advocacy and reforms: civil society organizations, NGOs and district rural networks (3x)
- Capacity-building: community organizations, water suppliers and government
- Networks among national water apex bodies, river basin organizations, water utilities and regulatory bodies
- Co-financing: public-private partnerships (2x)
- Education and awareness: national campaign
- IWRM and protection of water catchment areas: conservation NGOs and FCOSS
- Water sector assessments and action recommendations: universities and institutes
- Capacity-building: country water partnerships
- Knowledge sharing: FCOSS
- Financing and knowledge sharing: central government
- Capacity-building, knowledge sharing, advocacy and reform: provincial administration

- Financing, advocacy and reform, capacity-building, knowledge sharing: NGOs and water “formations”

Group 2: Government and Private Sector

**COLLECTIVE RESPONSES**

- Water partnerships (15x)
- Advocacy (5x)
- Knowledge (5x)
- Governance (4x)
- Capacity building (3x)

**INDIVIDUAL RESPONSES**

- Advocacy: CSOs (2x)
- Advocacy and reform: CSOs and government
- Co-financing: public-private partnerships
- Knowledge: global water partnership
- Capacity: networks among national water apex bodies, river basin organizations, water utilities and regulatory bodies (2x)
- Advocacy: World Water Council
- Government: WS Department, Ministry of National Planning, central government
- Knowledge: international organizations, e.g., IWMI, FPR, UCN, WWF
- Knowledge sharing: multilateral development banks
- Water users according to use
- Co-financing: Fiji government for public water department projects

Group 3: International Agencies and Project Resource Persons

**COLLECTIVE RESPONSES**

- National Water Committee
- Autonomous water utility
- Regional utility network
- Regional water partnership
- Strategic donor agencies
- Private sector
- NGOs and CBOs

**INDIVIDUAL RESPONSES**

- New Fiji water board utility
- Water and Sewerage Department or its successor (water and sewerage corporations)
- Ministry responsible for water resource management (apex body)
- Live and Learn – capacity building/ knowledge
- FSPI – advocacy and reform
- Regional water partnerships
- UN agencies/All other strategic donor agencies (AusAID, NZAID, EU, GEF, JICA, WB)
- Pacific Partnership Initiative on Sustainable Water Management
- NGOs and CBOs: able to facilitate behavior change and raise awareness
- Capacity building through regional and country partnerships

- Co-financing: public-private partnerships/ small NGOs for water supply, will need much government financial help to start in rural areas); in urban areas, private sector can invest, generate, and maintain
- Regulatory mechanisms needed
- Capacity: networks of water utilities; for training, try to revive PWA concept
- Knowledge: USP, Australia and New Zealand universities

**Appendix 4b: Summary of Outputs  
Multi-stakeholder Breakout Groups**

**ADB's WATER POLICY IMPLEMENTATION REVIEW  
IN-COUNTRY CONSULTATION FOR FIJI**

Tanoa Plaza, Suva, Fiji  
9 August 2005

**GROUP 1: NATIONAL POLICIES AND WATER SECTOR AND SUB-SECTOR REFORMS**

**Question 1. PROGRESS:** *What key improvements have resulted from the implementation of national water policy, legal, and institutional reforms in your country and in the region? What progress has been made to strengthen the coordination, institutional capacities, and participatory practices of the agencies and institutions charged with governance of the water sector in your country and in the region?*

**COLLECTIVE RESPONSES**

- Cabinet has issued a go-signal to develop the national water policy covering a variety of water users, e.g., Fiji water (groundwater), agriculture, irrigation, forestry
- Public-private partnership framework has been developed
- No progress in the legal framework: Fiji relies on old legislations
- Institutional reforms: Department of Water and Sewerage was established in January 2005

**INDIVIDUAL RESPONSES**

Government Participants:

- PWD Water and Sewerage Department is being strengthened as the first basis in informing the delivery of water supply and sanitation services
- No national water policy but Cabinet has mandated the setting-up of a national water committee to develop the water policy
- Ministry of Mineral Resources is in the process of formulating a new national water policy
- National water policy is in consultation stage (2x)
- Legal framework: currently relies on outdated laws and acts
- Institutional reforms: water and sewerage sector reforms are currently in progress
- Institutional reforms: delineation of roles of agencies under PWD is ongoing; integrative and coordinating mechanisms and processes are aimed to be fully operational by 2008
- PWD Water and Sewerage Department is tasked with providing and managing water supply services and infrastructure throughout Fiji excluding some rural areas
- Public-private partnerships
- Institutional strengthening: Department of Water and Sewerage – identify functions; delivery resources
- Agencies dealing with water issues and problems relating to water management have been identified
- With increased level of commercial use of water, there is greater need for national water policy
- With various demands on water use, there is increasing awareness on the need for national water policy

**Question 2. CHALLENGES AND CONSTRAINTS:** *What challenges or constraints remain in the way of improving water governance at the national, sector and sub-sector levels?*

### **COLLECTIVE RESPONSES**

- Lack of political will
- Inadequate policy direction concerning reforms
- Lack of legislative framework
- Resource constraints (funding, professional staff, equipment)
- Public misinformation
- Lack of information (access, coordination and exchange)

### **INDIVIDUAL RESPONSES**

#### Government Participants:

- National level challenge: complete the national water policy
- Sector and sub-sector challenge: managing unauthorized non-revenue water
- Sector and sub-sector challenge: full cost recovery
- Political will to establish national water policy framework
- Challenges: formulate new water policy, political will to move quickly, consensus by all key stakeholders and agencies on new direction
- Constraints: funding, human resources, capacity
- No clear policy direction (social responsibility/ user pay; statutory authority/ laws)
- Consensus: different agencies (commercial, political, social)
- Resources: financial, manpower
- Political commitment is important
- Government must lead the way and coordinate the work of stakeholders such as NLTB
- Challenges: no policy and legislation
- Lack of political will to proceed with reforms (main stumbling block)
- Public misinformation on reforms has resulted in misguided opposition to reforms

**Question 3. REQUIRED ACTIONS:** *What water sector reforms are still necessary to build capacities, address constraints, and improve governance in your country? What should ADB do to help?*

### **COLLECTIVE RESPONSES**

- Establish national water policy
- Enact necessary legislation
- Continuous capacity-building
- Upgrade infrastructure in densely populated areas
- Advocacy and awareness program

### **INDIVIDUAL RESPONSES**

#### Government Participants:

- New legislation (2x)
- Policy development for water (4x)
- Development plans
- Setting-up of regulatory bodies
- Environment bills
- Land issues
- Water sector reforms be undertaken with clear direction
- ADB could help fund the reforms

- Training and capacity-building
- Wider consultations
- Prioritization of projects
- Commercialization issues
- Infrastructure development and upgrade

## **GROUP 2: WATER RESOURCES MANAGEMENT**

**Question 1. PROGRESS:** *What progress has been made towards implementing integrated water resources management (IWRM) in your country and in the region? What improvements have been made (good practices) to acknowledge social and environmental concerns in water resources projects in your country and in the region?*

### **COLLECTIVE RESPONSES**

- Greater involvement of government and communities in water resources management, and wider consultation process on IWRM
- Mobilization of funds, e.g., from the European Union, AusAid, Global Environmental Facility and others
- Implementation of pilot wastewater management projects (demonstration) that however still need to be integrated
- Regional consultation resulting in regional action plan and regional cooperation
- Consensus that IWRM is the preferred approach rather than sectoral
- Passage of land use policy
- Improvements in acknowledging social and environmental concerns in water resources management
- Improved infrastructure

### **INDIVIDUAL RESPONSES**

#### Government Participants:

- Wide consultation process on IWRM
- None in country; some progress in the region
- Involvement of local communities
- Countries in the region are talking; issues are being addressed in a small way
- Formation of inter-stakeholder steering committees
- Increased and improved participation by stakeholders

#### NGO and Academe Participants:

- A lot of involvement from local communities with government agencies and NGOs
- Consensus that IWRM is the preferred approach
- Infrastructure improvement and community engagement
- More NGO, civil society and community involvement
- There is a lot of programs funded by different donor agencies looking at water resource management, e.g., IWP (awareness campaign)
- Some pilot wastewater projects to address environmental concerns have been undertaken
- General awareness and education
- More integration of social and environmental concerns in planning and implementation
- Government is now looking at implementing IWRM in terms of legislation

#### International Agency Participants and Project Resource Persons:

- Mobilization of stakeholders through regional and access to regional funding mechanisms, e.g. Global Environment Fund (GEF) and European Union WF, to implement demonstration projects regionally

- Some demonstrations in Fiji of integrated approaches, e.g., in Coral Coast, Wainimala, Nadi River basin, without much support. Prospects to use the lessons learned to develop national IWRM plan.
- Establishment of Pacific Regional Action Plan and use as basis for National Water Action Plans

Unidentified Stakeholder Affiliation:

- Cabinet approval of the Land Use Policy that will lead to improved protection of the watershed areas

**Question 2. CHALLENGES AND CONSTRAINTS:** *What challenges or constraints remain in the way of improving water resources development and management, and addressing social and environmental concerns in water resource projects in your country and in the region?*

**COLLECTIVE RESPONSES**

- General lack of awareness of inter-sectoral issues related to water, e.g., health and others
- Lack of technical expertise in water resources development and management
- Lack of knowledge in best practice approaches
- Lack of funding and donor harmonization
- Inadequate legislation to address social and environmental concerns
- Lack of overarching water resources policy
- Lack of overarching water resources authority
- No EIA for water resources development and management
- Lack of cost-benefit analysis to guide water sector priorities

**INDIVIDUAL RESPONSES**

Government Participants:

- Inadequate legislations
- Need an authority responsible for all water resources
- Non-incorporation of the EIA process
- Lack of data
- Lack of coordination in water resources development
- Inadequate voice

NGO and Academe Participants:

- Lack of technical expertise and equipment to improve water resources development
- Lack of knowledge in best practices and systems, and of willingness to change
- Lack of studies on water resources
- Need to identify common thematic and strategic areas
- Human resources and brain drain
- Lack of funding
- Need cost-benefit analysis of priority of needs rather than political or “business as usual” approach
- Need good pilot project in small municipality to demonstrate IWRM
- How to improve participation of all stakeholders from all sectors (water, social and environment)

International Agency Participants and Project Resource Persons:

- General lack of awareness of stakeholders of cross-linking issues related to water
- Lack of overarching policy on water resources
- Competition for financial resources and donor harmonization
- Lack of coordinating authority framework
- Sectoral approaches at national government level

**Question 3.** *What actions must be taken in the next five years to improve water resources development and management (including addressing social and environmental concerns) in your country and in the region? What can ADB do to help?*

### **COLLECTIVE RESPONSES**

- Funding, training and capacity-building in planning, management, monitoring and evaluation, technical aspects and participatory approaches
- Support the establishment of National Water Resources Committee
- Develop a model IWRM project for each country
- Participatory planning and management
- Review legislation
- Protection of drinking water supply
- EIA

### **INDIVIDUAL RESPONSES**

#### Government Participants:

- Formation of a Water Resources Authority
- Appropriate legislation
- Capacity-building in needs analysis
- Ownership of water resources authority and policy
- Review of existing relevant legislations and regulations
- Incorporate EIA process

#### NGO and Academe Participants:

- Need more participatory planning and management including major stakeholders
- Protection of drinking water sources
- Develop model IWRM project in each country in smallish system
- Create lots of awareness; education: let people know the importance of improving water resources; ADB role: provide IEC materials

#### International Agency Participants and Project Resource Persons:

- Support water governance programs
- Human resource and capacity development
- Support establishment and development of National Water Committee
- Support IWRM processes in loans and TAs
- Provision of equipment to facilitate management and coordination

#### Unidentified:

- Awareness creation
- Multi-sectoral planning and implementation

### **GROUP 3: WATER SERVICE DELIVERY (WATER SUPPLY AND SANITATION)**

**Question 1. PROGRESS:** *What progress has been made to improve coverage and increase efficiencies in water service delivery in your country and in the region? What reforms have been implemented to improve the quality and sustainability of water service delivery in your country and in the region? What progress has been made to address affordability and access?*

### **COLLECTIVE RESPONSES**

- Infrastructure developments: Suva-Nausori and Nadi-Lautoka Water Supply and Sewerage Projects; Matovo WTP; increased leak detection
- Increased leak detection has reduced water leakages from approximately 70% in 2003 to 55% in 2005
- Improved asset management
- Tariff study being undertaken
- Increased water supply coverage in urban and rural areas, however, water supply in rural areas has to be treated
- NGOs are now engaged
- Institutional reforms are in progress, involving major stakeholders

## **INDIVIDUAL RESPONSES**

### Government Participants:

- Tariff study and master planning of services in progress or complete
- Institutional reform of DWS in progress
- Expansion of public WS and sewerage in urban areas: 95% coverage

### NGO and Academe Participants:

- Progress has been a bit too slow in the urban areas in trying to curb the problem of insufficient water supply
- Piped water has been provided to almost every household in villages and settlements, however, more needs to be done
- Water and sanitation issues are being discussed
- NGOs and civil society are being consulted

### International Agency Participants and Project Resource Persons:

- Suva-Nausori project and associated TAs will have big impact on improving reliability of supply and access for these large population centers
- If institutional reform aspects meet objectives, this will have big impact on efficiency
- Big investment (recent) in W+ C/L
- Institutional reform underway – telemetry improved in water
- No tariff reform as of yet; no real progress in rural water supply
- Infrastructure improvements and extensions
- Leak detection
- Asset management in near-future
- Tariff study

### Unidentified:

- Wide geographical coverage: urban and rural
- Significant progress in access to water supply
- Little progress on affordability (highly subsidized)
- Infrastructure development (with ADB assistance) has improved quality and sustainability
- Rural water supply by government has improved

**Question 2. CHALLENGES AND CONSTRAINTS:** *What challenges or constraints remain in the way of improving water service delivery in your country and in the region?*

## **COLLECTIVE RESPONSES**

- Low capacity of service providers to manage resources
- National water policy not yet in place
- No recognition of the need for multi-sectoral approach

- Lack of skilled personnel
- Low access to finance and tariffs
- Land ownership issues
- Lack of political will to make hard decisions
- No coordinated approach to rural water supply
- Slow progress
- Inertia to reform
- Apathy to standards
- Unfavorable “local” perceptions
- Ignorance and lack of awareness

## **INDIVIDUAL RESPONSES**

### Government Participants:

- Land acquisition and resettlement issues
- Money
- Lack of skilled personnel

### NGO and Academe Participants:

- Progress has been slow in coming in trying to curb ever-increasing demand of water especially in urban and sub-urban areas
- Local perceptions about water, e.g., costs and access
- Failure to realize that water access is a multi-sectoral issue in reality
- Governance issues: priority

### International Agency Participants and Project Resource Persons:

- Political fear of reform
- Internal resistance to reform
- Loss of skilled people
- Social apathy toward standards, maintenance and public health
- Incoherent institutional arrangements and responsibilities in particular with regard to rural water supply and sanitation
- Lack of political will to make unpopular changes such as charging reasonable tariffs for water supply
- Lack of local capacity and problem of good people migrating overseas
- Management of water supply and drainage resources: revenue and expenditures; staff; infrastructure

### Unidentified:

- Water policy for coordinated multi-sectoral approach
- Capacity-building for skilled workers for maintenance and development of infrastructure (short and long-term)

**Question 3.** *What actions must be taken in the next five years to expand and improve water service delivery in your country and in the region? What can ADB do to help?*

## **COLLECTIVE RESPONSES**

- Country water policy and master plan
- Capacity-building
- Provision of financial and technical support
- Rehabilitation and augmentation of existing urban water infrastructure
- Asset management and PMP
- Long-term support for institutional reforms

- Some external technical support
- Sustainability plan
- Regional cooperation and donor coordination

## **INDIVIDUAL RESPONSES**

### Government Participants:

- ADB can support rehabilitation and augmentation programs (local and national)
- Increase skills base of water service providers
- Rehabilitation of existing urban water supply networks

### NGO and Academe Participants:

- ADB is already doing a tremendous task in the form of financial assistance, e.g., Suva-Nausori corridor water supply. Probably, it can support a master plan to cater to future demand.
- Acknowledging community and government efforts and enhance collaboration
- National plan to sustain national water plans
- Collaboration among regional and international organizations

### International Agency Participants and Project Resource Persons:

- Complete institutional reforms, effectively enforce standards, face up to costs, recognize constraints (financial, human resources) and address them
- Support the development of coherent national policy on water supply and sanitation for both urban and rural communities. After policy has been developed, support its application.
- Invest in infrastructure programs and support good management of these programs over the long-term
- Continue supporting institutional reforms in the Water and Sewerage Department after current TA is finished, as this is a long-term project
- Continue reforms to put in place autonomy, accountability, sustainability
- Support regional water organizations, e.g., water resources best practices, benchmarking of utilities
- Provide financial and technical support
- Capacity-building for stakeholders (government, NGOs, communities)
- Country water policy and review of master plan