

## TECHNICAL ASSISTANCE COMPLETION REPORT

Division: Pacific Liaison and Coordination Office

|   |                               |  |  |   |
|---|-------------------------------|--|--|---|
| <b>TA No. and Name:</b><br>TA 3860-SAM: Implementation of the Urban Planning and Management Strategy  |                               |  | <b>Amount Approved:</b> \$400,000          |   |
|   |                               |  | <b>Revised Amount:</b> \$400,000           |   |
| <b>Executing Agencies:</b><br>Treasury Department and the Department of Lands, Surveys and Environment  |                               | <b>Source of Funding:</b><br>TASF                | <b>TA Amount Undisbursed</b><br>\$5,309.34 | <b>TA Amount Utilized</b><br>\$394,690.66 |
| <b>Date</b>   |                               |  | <b>Completion Date</b>                     |   |
| <b>Approval:</b><br>25 April 2002   | <b>Signing</b><br>03 May 2002 | <b>Fielding of Consultants</b><br>21 August 2002 | <b>Original</b><br>31 August 2003          | <b>Actual</b><br>30 October 2004          |
|   |                               |  | <b>Closing Date</b>                        |   |
|   |                               |  | <b>Original</b><br>31 August 2003          | <b>Actual</b><br>30 June 2005             |
| <p><b>Description</b></p> <p>The TA's long-term goal was to help improve the economic, social, and physical environment of Apia through the immediate objective of institutional development and strengthening of the Planning and Urban Management Agency (PUMA). Through an improved PUMA, the TA established processes to improve urban infrastructure services, and the physical environment of the urban and periurban areas of Apia, hence reducing health risks in these areas, improving opportunities for development of tourism and fisheries, and enhancing public sector efficiency. The TA should stimulate private sector participation by encouraging and supporting infrastructure activities and promoting an improved environment for business to develop. The TA strengthened the PUMA's regulatory capacity and provided training opportunities in urban planning and management. The TA defined options for forging partnership between the Government and the community in urban management matters and promoted increased coordination and cooperation between the Department of Lands, Survey and Environment (DLSE) and its stakeholders.</p> <p><b>Objectives and Scope</b></p> <p>The objectives of the TA were to build institutional capacity to address the issues of (i) inadequate urban infrastructure, including water, sewerage, and drainage, to cope with an expanding urban population; (ii) lack of a framework and coordinated approach to urban planning; (iii) unclear institutional arrangements in urban planning and management; and (iv) long delays in resolution of land issues in the urban area (land supply, land tenure, and land availability) to meet the timely demand for housing, infrastructure development, and urban expansion. A number of overlapping responsibilities and gaps are evident between various agencies involved in the urban environment of Apia. The TA objectives and scope were also to build capacity within the PUMA to better coordinate the activities of the concerned agencies. With respect to the resolution of land issues, the TA was to work closely with the PUMA, DLSE, Ministry of Internal Affairs, and other stakeholders to identify the key difficulty areas and suggest ways for the Government to address such issues. The objectives and scope of the TA remained highly relevant throughout TA implementation. The TA was extended to provide assistance to subsequent processing of an urban infrastructure project.</p> <p><b>Evaluation of Inputs</b></p> <p>A total of 12 person-months of international and 3 person-months of domestic consultants were budgeted. The consultants provided expertise in the fields of urban management, sanitation engineering, financial analysis, environment, institutional strengthening, geographic information system technologies, legislative drafting, and community development. The TA was implemented over 29 months. The TA implementation period was extended to allow use of the established processes and resources to further development and processing of the investment project that resulted from the TA activities. These additional inputs proved invaluable to progressing the investment project and solidifying the PUMA and ultimately the Samoa Water Authority's (SWA) dialogue with the community and private sector on needs and approaches for the investment project.</p> <p>The TA was well formulated in terms of overall approach, however, detailed TOR were lacking, in particular, for the preparation of the investment project. The TA TOR should have been more specific about the level of project design needed to facilitate ADB loan approvals. In other areas, the participatory approach and cooperative attitude of government, ADB staff, and the government allowed for effective detailing and refinement of TOR during TA implementation without significant cost or schedule implications.</p> <p>In general, consultant inputs were of excellent quality and efficiently performed. The original sanitation specialist withdrew from the project creating some disruption to the project loan fact-finding that was conducted, in-part, under the TA.</p> |                               |  |  |   |

The consultant recruited to replace this specialist was excellent, and, in some ways, better suited to progress the TA. The Team Leader was excellent, demonstrating strong commitment to the processes and institutional reforms that were generated. Consultant inputs are rated satisfactory, though a highly satisfactory rating would have been warranted if the original sanitation specialist's performance was better.

All involved government agencies and TA steering committee members actively participated in - and contributed to - the TA. PUMA, SWA, the Ministry of Works, and the Ministry of Finance were appropriately engaged. The performance of Government was highly satisfactory, particularly as demonstrated by their continued commitment to reforms instituted under the TA.

Review Missions were adequate and allowed for productive tripartite discussions that facilitated policy and institutional reforms on urban management. ADB staff were able to build on TA results to allow related loan processing to be successfully completed through a fact-finding mission and without a PPTA. ADB performance is rated highly satisfactory.

### **Evaluation of Outputs**

The TA generated typical inception, interim, and final reports. All reports were of very good quality with each subsequent report reflecting the comments of the government and ADB on earlier reports. The final report fully met the TOR and reflected the analysis and implementation efforts of the TA and the institution building that was achieved. Institution building was excellent and this is reflected in the work program and corporate plans of PUMA, PUMA's recognition and standing in the community-including government, private sector and general populace. Staff received training on-the-job through working directly with TA consultants. Several significant achievements further measure the TA's success: (i) the passage of the Planning and Urban Management Bill, which was drafted with the assistance of the TA, in December 2003, (ii) successful processing of the subsequent investment project in urban infrastructure, (iii) recognition at regional forums on urban management by other Pacific countries, and (iv) private sector organizations, e.g., Chamber of Commerce, and individuals have increased their dialogue and discussion with PUMA on implementing regulations and plans to improve urban service delivery in Samoa.

### **Overall Assessment and Rating**

The TA was highly successful. The rating of highly successful is justified by the outstanding outcomes that were achieved, even as individual outputs were rated satisfactory.

### **Major Lessons Learned**

The TA demonstrated the importance of a highly participative process in achieving sustainable institutional reforms with broad stakeholder support and the value of such reforms and broad support to achieving consensus on urban service infrastructure investment needs. It demonstrated that investment project design and subsequent loan processing can be achieved in a highly efficient and effective manner by building on a participatory process and adding investment design to relevant advisory TA, thus greatly reducing transaction costs. Without the highly participatory process leading to a broadly supported conceptual design, completion of a project design suitable for ADB processing would not have been possible in such a short time.

### **Recommendations and Follow-Up Actions**

Strengthening of PUMA and related agencies in the specific areas of drainage and sanitation that are included in the follow-up loan project (Sanitation and Drainage Project, L2026) should be completed under the TA attached to the loan. The participatory approach should be replicated in other countries as appropriate for each countries' circumstances.

Prepared by Nancy Convard

Designation Senior Programs Specialist/Economist