

WATER & SANITATION SECTOR: CAPACITY BUILDING PLAN

Introduction

A review of the Water and Sanitation Sector's progress¹ has indicated that one of the major challenges will be addressing institutional capacity constraints within the sector. At a time of relatively rapid reform and consequent expansion in roles and responsibilities for many implementing agencies, the sector is being constrained by a shortage of manpower, skills and resources in all areas. To address this challenge the Water Sector Coordinating Unit (WSCU) has prepared this Sector Capacity Building Plan with the aim of projecting a more coordinated sector-wide approach to capacity building, and exploit the potential for efficiencies arising out of this harmonized approach. Potential advantages of a coordinated sector-wide approach to capacity building include:

- greater numbers (critical mass) in training will enable more targeted training programs to be developed specifically to meet sector needs, rather than generalized training;
- provides opportunities to harmonise training and systems/ procedures across the sector
- may improve the prospects for funding of training and capacity building needs
- potential cost savings (eg in training costs)
- better integration of sub sectors.

The objective of the Sector Capacity Building Plan (SCBP) is to support the implementation of the *Water for Life: Water & Sanitation Sector Plan 2012-2016* (a.k.a. the Sector Plan) and provide the basis for the long term sustainability of the sector agencies.

Key Sector Institutions

The regulatory regime for the water and sanitation sector includes multiple players, with different government authorities having distinct responsibilities and roles. Key sector institutions (and their functions) to be included in the SCBP are listed in Table 1.

Table 1: Key Sector Institutions included in the Sector Capacity Building Plan

Institution	Sector Role
Samoa Water Authority	
All Divisions	<ul style="list-style-type: none">• Provision of water supply to 80% of the population of Samoa• Develop, operate and maintain central Apia sewer system - control and monitor <i>tradewastes</i> associated with the system
Ministry of Natural Resources and Environment	
Planning and Urban	<ul style="list-style-type: none">• Controls the impacts of structures and activities on the

¹Water for Life: Water & Sanitation Sector Plan 2012-2016

Management Agency	<p>environment e.g. impacts of discharges from wastewater systems</p> <ul style="list-style-type: none"> • Environmental protection and nuisance • Manage the wastewater effluent discharge standards
Division of Environment and Conservation	<ul style="list-style-type: none"> • Landfill operation and management of sludge treatment, disposal, operation and management • Environmental protection
Water Resources Division	<ul style="list-style-type: none"> • Protect water quality and watershed resources through monitoring, and appropriate management strategies
Ministry of Works, Transport and Infrastructure	
Land Transport Services Division	<ul style="list-style-type: none"> • Flood mitigation and drainage within the Apia CBD area.
Asset Management Building Division	<ul style="list-style-type: none"> • Monitoring, compliance and enforcement of regulations for septic tanks systems, under the National Building Code
Ministry of Health	
Health Promotion and Preventive Services Division (HPPSD)	<ul style="list-style-type: none"> • Responsible for water quality monitoring of all drinking water supplies • Hygiene and health surveillance • Water safety plan audits
Ministry of Women, Community and Social Development	
Internal Affairs Division	<ul style="list-style-type: none"> • Facilitates the provision and improvement of water supply and sanitation services in Independent Water Schemes (IWS), and assisting MNRE in water resources management at the community level
Land Transport Authority	
Procurement & Programming Division	<ul style="list-style-type: none"> • Drainage rehabilitation and routine maintenance
Independent Water Schemes Association	
IWSA	<ul style="list-style-type: none"> • Registered as an Incorporated Society (NGO) under the Companies Act 2006. Main role is to provide strategic advice and management of the Independent Scheme developments. • Key NGO overseeing the Independent Water Schemes which provide services to 33 schemes that are not currently part of the SWA network. Was established with funding from the EU WaSSP in 2008 with continued core funding being provided via MWCSA in the 2009/10 and 2011/12 annual budget.

1. Samoa Water Authority (SWA)

The SWA is a semi-autonomous State Owned Enterprise responsible for the delivery of a piped water supply service to approximately 80% of the population of rural and urban areas of Upolu and Savaii; and a sewerage service to approximately 70% of commercial properties in Apia CBD. Its major assets include 35 river and spring intakes, 10 water treatment plants and 60 reservoirs and tanks and 43 bore supply systems for rural and urban water supply and 1 urban sewerage system. The SWA also monitors its own water supplies and operates a water quality laboratory to support these activities.

Details of the SWA organizational structure - its various divisions and their roles and responsibilities, are given in Table 2.

Table 2:- SWA Division Roles and Responsibilities

SWA Division / Section	Roles and Responsibilities
Corporate Management Division	The Corporate Management Division currently consists of the following sections: (i) Legal; (ii) Internal Audit; (iii) Human Resource & Administration; and (iv) Public Relations Unit (PRU)
	The Legal section serves as the focal point of contact for legal matter and issues affecting the Authority and providing the full spectrum of legal services in a variety of areas
	The Internal Audit section is responsible for internal audit matters such as financial safeguard and continuity, standards, internal controls, risks and other related issues affecting the efficiency and effectiveness of the Authority's operation.
	The Human Resource & Administration section is responsible for providing and ensuring all HR and administrative practices, policies and procedures are in place and properly adhered to. The section is also responsible for the capacity building and development of all SWA staff.
	The PRU section deals with media in relation to press releases, public notices, advertisements, and public awareness and education facilities relating to water services. The PRU implements a comprehensive schools awareness program. The PRU also deals with all land issues related to SWA facilities – purchase and leasing arrangements.
Urban Water Supply Operations Division	Responsible for minor capital work projects, the operation and maintenance of all urban water supply system assets, ensuring quality of water supplied to customers is according to SWA standards, leak detection and repairs, and compilation of data relating to water production and water consumption, customer connection, meter maintenance and repair and updating of customer database..
Rural Water Supply Operations Division	Responsible for minor capital work projects and the operation and maintenance of all rural water supply system assets and other duties similar to the urban division. Also responsible for operation and maintenance of bore water pumps and booster pumps and related electrical works for SWA.
Technical Division	Responsible for: <ul style="list-style-type: none"> • regular update and review of a Lifecycle Asset Management Plan • investigation, design, estimation of costs and supervision of all new water works and major connections; • collection of all technical data and maintenance of a central database for the Asset Register and updated GIS maps of the network and Leak Detection works; • design and coordination or implementation of all new project works and particular for new investments for the Samoa Water Authority; • water quality sampling and testing in compliance with the National Water Drinking Standards, and handling customer complaints relating to water quality issues; <p>The Workshop section is responsible for the O&M of SWA's Upolu vehicle fleet. It also assists in the O&M of other plant and equipments utilised by the Authority such as the drilling rig.</p>
Commercial Division	Responsible for overseeing the computerized financial management system, customer services and billing, cash collections and management of the accounts, stores and IT sections. The Customer Services team deals with customer complaints and enquiries relating to water connections, disconnections and reconnections. This team is also responsible for meter readings and provides billing and cashiering services.

SWA Division / Section	Roles and Responsibilities
	<p>The Accounts Section is responsible for producing financial statements, monitoring SWA accounts, and all income and expenditures.</p> <p>The Stores Section is responsible for the overall planning and co-ordination of the stores functions for the SWA in both Upolu and Savaii. This involves managing procurement, custody and security of goods, as well as the proper inventory accounting for all stores and supplies.</p> <p>The Information Technology Section is responsible for the administration and maintenance of all SWA computer systems, both hardware and software, including the Local Area Network, Wide Area Network and Wireless connection connecting the SWA sites both in Upolu and Savaii.</p>
Savai'i Water Supply Services Division	<p>Responsible for all aspects of SWA water supply services in Savaii. Includes: minor capital works projects, O&M of all water supply system assets, ensuring the quality of water service is according to SWA standards, data collection relating to water production and consumption, customer connection, meter maintenance and repair and updating of customer database. The division is also responsible for customer billing and payments for Savaii based customers and water bill distribution.</p>
Wastewater Division	<p>Responsible for the O&M of the wastewater collection and treatment system in accordance with SWA operational performance standards and ensuring effluent discharge accords with Samoa standards. The division also responds to all customer complaints.</p>

SWA currently has some 50 positions vacant out of a total required compliment of 224. Vacancies are mostly in the important managerial and engineering positions considered key to delivery of improved services.

SWA is experiencing difficulties in the recruitment of professional engineers given the limited number of individuals with this expertise in the local labour market. All other professional and technical staff positions required are relatively easy to fill through SWA's normal recruitment and selection procedures. Staff turnover is high in customer service and meter reading positions but this is considered normal with regard to the nature of work performed in these positions.

SWA management is actively trying to address this situation but relevant skilled resources on the island are limited. SWA managers have indicated that the restructure and billing initiatives have improved SWA technical, financial and customer relations performance but that the lack of skilled resources are still limiting the full potential benefits of the initiatives.

The SWA has prepared a comprehensive Human Resources Development Strategy and Capacity Building Action Plan (CBAP). The CBAP was published in May 2011 and is regularly² updated. The objective of the CBAP is to provide the basis for the long-term sustainability of SWA so that it can achieve its ultimate goal to "become a financially independent authority supporting Government development strategies and improving public health through the sustainable delivery of safe water services". It is expected that the CBAP will enable the SWA and its staff to improve their ability to perform their tasks and produce outputs in a sustainable way as well as to define and solve problems and to make informed decisions.

² Latest version is dated November 2011. This was prepared under Technical Assistance to SWA.

2. Ministry of Natural Resources and Environment (MNRE)

The MNRE is the lead sector agency responsible for policy guidance, coordination and regulation of all water and sanitation activities including provision of oversight and support services to the local governments and other water supply service providers. MNRE responsibilities and authority is primarily exercised through the following divisions:

- Water Resources Division (WRD) - water resource management
- Division of Environment and Conservation (DEC) - waste management, sludge treatment and disposal
- Planning and Urban Management Agency (PUMA) - lead agency for sanitation policy and programme

The MNRE is the lead agency responsible for the secretariat role to the Joint Water Sector Steering Committee (JWSSC) which functions as the national apex body for the Water Sector. The WSCU, located within the MNRE, acts as the Secretariat to the JWSSC, and chairs the Water Sector Orientation Technical Steering Committees, coordinates the GOS and donor-funded Water Sector Investment Programs (WSIP) and the actions of the Water Sector. The WSCU was established as a mechanism to promote a more consultative and participatory approach in the management of public funds, and to increase transparency and accountability in the planning and utilisation of resources in the sector.

The following MNRE Divisions with key water sector roles and responsibilities are listed in Table 3 and included in the SCBP.

Table 3:- MNRE Divisions with Water Sector Functions

MNRE Division / Section	Roles and Responsibilities
Water Resources Division (WRD)	Protect water quality and watershed resources through monitoring, and appropriate management strategies
Division of Environment and Conservation (DEC)	<ul style="list-style-type: none"> • Responsible for sanitation, sludge disposal and treatment in the urban areas. DEC manages two sludge disposal facilities (one in Upolu and one in Savii). • Responsible for solid waste management and landfill operations • Responsible for hazardous wastes
Planning and Urban Management Agency (PUMA)	<p>The function of PUMA is to regulate sustainable development and protection of natural resources at all levels through planning for development that meet stakeholders' needs, coordinating provision of PUMA's urban/rural services as well as minimizing the adverse impacts of disasters.</p> <ul style="list-style-type: none"> • Provides strategic planning advice • Approves development plans & investigates and advises on land disputes • Has environmental protection and prevention roles • Lead role in Wastewater Management & National Sanitation Policy • Has a role in Water Sector projects

Capacity Building Plan Status:

The most recent MNRE Capacity Building Plan is dated 2005. However MNRE has recently updated their capacity training needs at the request of WSCU (as part of this SCBP assessment) and this has been used as the basis for assessing MNRE training needs. It should be noted that the process of developing this SCBP has been highly participatory and has stimulated stakeholders to update their capacity building plans and undertake internal training needs assessments.

Capacity Gaps identified:

All divisions within MNRE report a shortage of adequately qualified staff (in key positions) and a difficulty in recruiting and retaining staff. The impact of this is reflected in the limited capacity of key divisions including DEC, WRD and PUMA to effectively prioritise and implement their existing policies and plans. The limited capacity of existing staff needs to be built through training and mentoring, and new qualified staff need be attracted to work at MNRE through appropriate incentives and conditions.

The identified training needs covers the technical skills areas, specific to their sub sector roles, as well as a broad range of general skills areas that are common across many disciplines and divisions. The identified capacity gaps and training needs are summarized in Table 5.

3. Ministry of Works, Transport and Infrastructure (MWTI)

The MWTI has responsibility for monitoring and regulation of works transport and infrastructure related development including water supply and drainages. MWTI's water sector roles and responsibilities are exercised through the following two divisions:

Land Transport Services Division is responsible for flood mitigation and drainage within the Apia CBD area.

Asset Management Building Division has an important role in monitoring, compliance and enforcement of regulations for septic tanks systems, under the National Building Code. In undertaking this role, the MWTI is required to interface with local builders (who install the septic tanks) and householders who are responsible for maintaining the septic tank systems.

The MWTI, through the Asset Management Building Division, is responsible for enforcement of the National Building Code 1992 which includes Septic Tank Standards/Design. To apply for a building permit requires a Development Consent from the MNRE-PUMA to facilitate the approval process. The MWTI issues building permits and monitors and enforces the National Building Code. At present there are no maintenance guidelines for septic tanks but it is expected that formulation of these guidelines will be part of an overall initiative to revise the National Building Code and Septic Tank Standards in the medium term.

Capacity Building Plan Status:

No details yet on whether MWTI has a capacity building plan, and its status (is it up to date etc)

Capacity Gaps identified:

The MWTI is currently experiencing a staff and skills shortage in key areas, including in areas related to its drainage and septic tank compliance roles. In addition MWTI is launching a new Policy and Planning Division and will need to train staff for the new roles of policy development and planning. The MWTI is currently undergoing an internal review process that is expected to clarify its drainage role and

responsibilities with respect to the other agencies that also have a drainage role, namely the LTA and the MNRE. This review will also help to clarify future staffing and training needs of the Land Transport Services Division.

Training priorities that have been identified include in the areas of: policy development & planning (for the new division being created); monitoring and compliance/enforcement; Information management, and; technical report writing.

4. Ministry of Health (MOH)

Ministry of Health is mandated as the regulatory authority to monitor water quality and ensure compliance with the Samoa National Drinking Water Standards. The MOH, through its Drinking Water Quality Monitoring Program, is responsible for water quality testing of treated water supplies (including SWA networks served by its water treatment plants), Bottled Water Companies and main hospitals. It is the lead agency for the Drinking Water Quality Subsector and chairs the Drinking Water Quality Subsector Committee.

The MOH is the lead agency for auditing of Drinking Water Safety Plans WSPs).

The MOH also has responsibility for schools water and sanitation facilities, and for the promotion of hygiene and household sanitation.

The MOH exercises these roles and responsibilities through its **Health Promotion and Preventative Services Division HPPSD ???**).

Capacity Building Plan Status:

No details yet on whether MOH has a capacity building plan, and its status (is it up to date etc)

Capacity Gaps identified:

MOH (**HPPSD??**) is currently under-staffed and under-resourced in terms of meeting its water sector roles and responsibilities (which constitutes a small part of HPPSD's overall mandate). Its water quality monitoring responsibilities in particular, across the two islands of Upolu and Savii, place excessive demands on its limited resources (namely one laboratory technician, and a water quality laboratory that lacks much essential equipment). An additional laboratory staff member is currently required to be based in Savii Island, to undertake water quality testing on the island.

The HPPSD also has responsibility for auditing of WSPs, and the demands of this role will grow as more water systems prepare such plans. Additional capacity is also required to undertake auditing of WSPs.

Training needs identified include:

- Training of laboratory staff in water quality testing
- Funding for MOH staff to undertake part-time Bachelor of Science degree programs (locally at the Samoa campus of the University of South Pacific).
- Training in auditing of WSPs
- Hygiene awareness & promotion.

5. Ministry of Women, Community and Social Development (MWCSO)

The MWCSO, through its Internal Affairs Division, is facilitating the provision and improvement of water supply and sanitation services in Independent Water Schemes (IWS), and assisting MNRE in water resources management at the community level.

MWCSO leads the facilitation of community engagement towards achieving sector objectives and in particular monitors services provided by Independent Water Schemes through a Performance Contract with the IWSA.

The Ministry also oversees overall administration and implementation of the MDG Initiative: Increased Access to safe Drinking Water, Improved Sanitation and Food Security.

Capacity Building Plan Status:

No details yet on whether MWCSO has a capacity building plan, and its status.

Capacity Gaps identified:

Its water sector roles and responsibilities constitute only a small part of the overall mandate of the Internal Affairs Division.

Main concerns relate to the limited technical/engineering capacity within the Ministry to effectively monitor the IWSA programme (currently this is the role of one person). To undertake this role the Ministry would need to build (from scratch), a technical capacity in water supply design and operations. The Ministry is currently formulating a proposal to request the shift of IWSA to another more appropriate government agency such as MNRE, MWTI or SWA. Therefore assessments of capacity needs and training will need to await the outcome of this consideration.

6. Land Transport Authority (LTA)

The LTA is the semi-autonomous entity responsible for roads and road maintenance including public drains affecting the road reserve. The Procurement and Programming Division of the LTA has responsibility for carrying out the LTA's drainage responsibilities. As previously discussed, the MWTI also has mandated responsibilities for drainage matters within the Apia urban area, whereas the LTA mandate extends to roadside drains in all parts of the country (ie including Apia).

Capacity Building Plan Status:

LTA has just completed a Corporate Plan which includes a Capacity Building Plan, and is awaiting its approval. Details of the Capacity Building Plan have not yet been made available.

LTA is well organized with existing asset management system (SAMS) in place and is able to provide assistance and training to other Departments (eg SWA).

Capacity Gaps identified:

The LTA reports staff shortages due to the difficulty in recruiting and keeping staff, in competition with the private sector. Much of the specialist work (such as drainage design) is contracted out to consulting firms to implement. Nevertheless LTA needs skilled and experienced technical staff (civil engineers) who can understand and assess drainage designs, and oversee/ monitor progress by consultants and contractors.

7. Independent Water Schemes Association (IWSA)

Independent Water Schemes Association (IWSA)

As of 30 June 2012, 32 independent water schemes³ are registered with the IWSA, serving a total population of 30,149 people (approx. 17% of the total population) residing in 66 of the 334 villages in Samoa.

The IWSA is also overseeing the rehabilitation and upgrading of schemes and to date eleven IWSs have been upgraded. However some of the upgrades have not delivered the results expected, and many systems still suffer from poor quality of design and service delivery. Poor quality of household plumbing and excessive rates of household consumption are also symptomatic.

The challenges facing the provision of improved water supplies to rural villages throughout Upolu and Savaii require constructive collaboration between SWA and independent village schemes. There is now a framework for dialogue between IWSA, MWCSA and SWA which is focused on establishing a clear division of service coverage between IWS and SWA and the sharing of water resources and technical expertise for the benefit of all. This will be formalized through the development and signing of an MoU between SWA and IWSA.

Capacity Building Plan Status:

The IWSA relies on a staff establishment of 4 fulltime office holders (a President, Vice President, Senior Program Officer and a Program Officer) elected from within the membership of IWSs, on 3 or 4 year terms. The fact that IWSA staff are appointed on 3 to 4 year terms is considered a constraint to long term capacity establishment.

The IWSA has no formal Capacity Building Plan in place.

Capacity Gaps identified:

IWS community structures require improved capacity in governance, plumbing, water quality/water safety.

IWSA itself lacks staff capacity and expertise in critical areas and further needs to expand its activities into areas where it should be more active eg sanitation, hygiene awareness, water safety planning, training of trainers. Lack of technical capacity (previously provided by a TA Engineer) is a major constraint to its activities at the current time.

³ These are all gravity schemes supplying untreated and unmetered water to one or more villages from a single source.

IWSA technical capacity in water supply, sanitation and hygiene needs to be established using approaches such as: formal training; additional staffing (or TA provision); mentoring/support from SWA; mentoring and experience gained through twinning arrangements with other service providers.

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Table 4:- Summary of Sector Capacity Constraints and Needs

Authority	Staffing	Capacity Constraints	Priority Training Needs
<p>Ministry of Natural Resources and Environment</p>		<p>Main concerns relate to the limited capacity of key divisions including DEC, WRD and PUMA to effectively prioritise and implement existing policies and plans. Also raised concern of where WSCU should be appropriately placed within the Ministry given the importance of its role in managing and coordinating the sector.</p>	<p>MNRE has prioritized its training needs across the whole Ministry as follows:</p> <ol style="list-style-type: none"> 1. Customer Services 2. Personal Development 3. Records Management (Senior Staff) 4. Budget Management 5. Report Writing 6. Legislation 7. Basic Computing 8. Media Production & Article Writing 9. Project Management (planning & implementation) 10. Policy Development 11. Public Consultation 12. Advanced Computing (database, website) 13. Customs & Traditions 14. GIS Applications 15. Research Methodology 16. Occupational Health & Safety 17. Negotiating Skills 18. Urban & infrastructure Design
<p>Planning and Urban Management Agency</p>	<ol style="list-style-type: none"> 1. Strategic Planning 7 staff 2. Sustainable Development – 7/8 staff 3. Urban Management – 4 staff 4. Supporting staff – 5 staff 5. Manager – 1 staff. <p>Complement of approx. 20 professional staff. PUMA role is expanding, developing a 'research section' and intending</p>	<ul style="list-style-type: none"> • shortage of staff to fulfill its designated & expanding roles. • high staff turnover/difficulty of attracting skilled staff (therefore need to develop capacity from within) • existing staff need training (technical and general) • limited equipment and resources (cameras, scanners, GPS, computers, photocopies, vehicles) 	<p>General Training</p> <ul style="list-style-type: none"> • Report writing • general admin & filing • decision making, conflict resolution, time management • project management

	to build a 'wastewater & sanitation group'.		<p>Technical Training</p> <ul style="list-style-type: none"> • EIA Review • geotechnical & earthworks • urban planning & development control • urban design • risk management • Samoan protocols/culture
Division of Environment and Conservation	<p>Responsible for water sector activities only (which constitute a small part of overall DEC function): Existing: 1 Senior Officer</p> <p>Vacancies: 1 Senior Officer position</p> <p>Needs: 1 Principal and 2 Senior Officers</p>	<ul style="list-style-type: none"> • Shortage of staff (esp. waste management) • limited technical skills • lack of resources (tools/equipment) • lack of documented procedures for routine tasks 	<ul style="list-style-type: none"> • upgrade staff skills in waste management and carrying out field assessments and surveys • need for SOPs (procedures), guidelines, manuals to standardize routine tasks • general training needed in administration, reporting, communications.

Water Resources Division	No details available	<ul style="list-style-type: none"> • Shortage of staff (esp. water resources management & protection; enforcement and monitoring) • limited technical skills • Information systems and management (data accessibility and sharing) 	<p>General Training</p> <ul style="list-style-type: none"> • Basic computing • Report writing • communications, public awareness • information management • Cultural knowledge <p>Technical Training</p> <ul style="list-style-type: none"> • Water resources management & protection • policy development, enforcement • water resources monitoring
Ministry of Works, Transport and Infrastructure		Need to clarify/define its regulatory role/mandate with regards to SWA and LTA. Also issue of institutional/HR capacity to take on more active regulatory role	
Land Transport Services	Responsible for drainage activities only (which constitute a small part of overall function): ACEO (Acting) Principal Officer 2 other staff (Total 4 staff).	<ul style="list-style-type: none"> • Shortage of staff (drainage design, policy development, enforcement) • waiting for review of legislation to clarify drainage roles (MWTI/LTA & MNRE) 	<ul style="list-style-type: none"> • Technical Report writing • training in policy development & planning (new division being created) • Compliance & Enforcement • Information management
Asset Management Building Division	No details of staffing		

Ministry of Health		<p>Constraints include the need for additional human and financial resources to fulfill water quality unit and sanitation mandated roles.</p> <p>NB. Drinking water quality has been identified as a Sector constraint in the WfL Sector Plan.</p>	
Health Promotion and Preventative Services	<p>Responsible for water sector activities only (which constitute a small part of overall HPPSD function):</p> <p>1 Technician and 1 Senior Officer working on water quality monitoring and safety plans. Required additional: 1 Technician and 1 Senior Officer</p>	<ul style="list-style-type: none"> • Shortage of staff to undertake essential functions (preparation/auditing of Water Safety Plans (WSPs); water quality testing laboratory staff) • Resources (water quality laboratory equipment) 	<ul style="list-style-type: none"> • training of laboratory staff in water quality testing • training for sanitation service providers and Environmental Health staff on legislation and guidelines for sanitation, to improve surveillance of public latrines and schools facilities. • funding for MOH staff to undertake part-time B.Sc program. • training in auditing of WSPs
Samoa Water Authority		<p>Main challenges include the need to strengthen the capacity of SWA to operate and maintain its rural and urban water systems with effective information systems. SWA experiences difficulties in the recruitment of qualified staff in the local labour market</p>	<p>General Training</p> <ul style="list-style-type: none"> • Basic & Advanced Computer Skills • Information Management • Project Management • Organisation & Management skills • Financial management & accounting skills • Information Technology skills • Administration skills (Report writing, meetings and minute taking, time management) • Customer Services • Occupational Health and Safety
All Divisions	<p>Total 224</p> <p>Current Staff Vacancies: 50</p>	<p>SWA does not have centralised technical information on its assets or accurate data on water production or customers. SWA have also yet to connect all new and old customers to the rural water systems developed under WaSSP. An aging water reticulation system in Apia with 70% non revenue water losses and very high consumption result in poor quality service for many customers.</p>	

			<ul style="list-style-type: none"> • Train the Trainer course <p>Specialised Training</p> <ul style="list-style-type: none"> • Advanced Hydraulics • Mapping Software and GIS • Water Meter management • Water demand management • Infrastructure Asset Management • O&M of Water Supply Systems • O&M of electrical and mechanical plant and equipment • Auto CAD Training • Pipe Laying and jointing • Water Quality Management
Ministry of Women, Community and Social Development		Main constraints relate to the limited technical/engineering capacity within the Ministry to effectively monitor the IWSA programme. The Ministry is currently formulating a proposal to request the shift of IWSA to another more appropriate government agency such as MNRE, MWTI or SWA.	
Internal Affairs Division	<p>Responsible for water sector activities only (which constitute a small part of overall Division function):</p> <p>ACEO and 1 Senior Officer</p> <p>Awaiting review to determine overall staffing needs of Division.</p>	Limited capacity, difficulty in attracting staff. Skills levels of staff need to be upgraded.	<ul style="list-style-type: none"> • Report writing (technical reports, templates) • Monitoring, compliance & enforcement • Record keeping • communications (eg awareness campaigns for homeowners to maintain septic tanks; customer complaints) • training of local builders in septic tank construction
Land Transport Authority		Main concerns raised include the need for targeted resources to fully implement drainage systems within Apia CBD and road drainage and off-road drainage outside of the CBD. Clarification of LTA drainage role and mandate is also required. .	
Procurement & Programming Division	<ul style="list-style-type: none"> • No Details provided. 	<p>Shortage of staff and difficulty in attracting suitable staff (have to compete with private sector). .</p> <p>Need to build staff capacity from within through training and incentives.</p>	<ul style="list-style-type: none"> • Procurement training and guidelines • land tenure & acquisition (LARAPs & EIAs, disputes, etc) • Economic/Financial Analyses • Project Management

		Lack of standard procedures and design guidelines	<ul style="list-style-type: none"> • Drainage Design (incl design of drainage structures)
Independent Water Schemes Association		<p>Staff elected for 3 or 4 year terms, from among the membership of IWSs, which is a constraint to long term capacity establishment. Current establishment of 4 staff is insufficient to allow IWSA to expand its activities into areas where it should be more active egsanitation, hygiene awareness, water safety plans, training of trainers. Lack of technical (engineering) capacity (previously provided by a TA Engineer) is a major constraint.</p> <p>Governance of IWS schemes remains an issue, IWSs are not achieving its performance targets</p>	
	<p><u>Elected Fulltime Office Holders:</u> President Vice President Senior Program Officer Program Officer</p>	<p>Limited staff capacity Lack of technical skills Lack of clear Strengthen governance of IWS schemes</p>	<ul style="list-style-type: none"> • General management training eg admin/ finance /records • Report writing/meetings and minutes • How to undertake Water Safety Plans • Basic course in water supply, sanitation/hygiene • Train the Trainer • Training of plumbers

Assessment of Training Needs

The diverse range of the training needs across the sector is summarized above in Table 4. One of the aims of this SCBP is to consolidate the capacity building needs across the sector, with the aim of achieving overall gains in efficiency and effectiveness. Where possible shared training will provide the increased numbers of trainees which can result in reduced per head cost of training, and more importantly will enable training to be tailored more specifically to the needs of the water sector. Shared training will also promote better understanding of sector roles between the staff from different agencies, and will help to foster stronger links.

The training needs fall into 3 main groups:

- i. General training such as office administration, computer skills, communications, project management, budget and finances etc. These training needs are common across most of the stakeholder agencies and demand for such training is strong.
- ii. Specialised Training needs which are common to several (more than one) agencies. These training needs provide opportunities for shared training between usually 2 or 3 agencies
- iii. Specialised Training needs specific to a particular agency.

The consolidated training needs for categories (i) and (ii) above are presented in Table 5, and discussed further below.

Table 5: Consolidated Training Needs

Training Needs		MNRE								
		PUMA	DEC	WRD	MWTI - Drainage	MoH – Surveillance	SWA	MWCSD – Internal Affairs	LTA – Procurement	IWSA
General										
1	General Office Administration & Records	√	√	√	√	√	√	√	√	√
2	Report Writing (technical reports/minutes/media & publications)	√	√	√	√	√	√	√	√	√
3	Communications, Media Relations, Customer Relations	√	√	√			√			
4	Basic Finance and Accounting	√	√	√			√			√
5	Project Management	√	√	√	√	√	√	√	√	√
6	Information Management	√	√	√			√			√
7	Basic Computer Skills	√	√	√	√	√	√	√	√	√
8	Customer Services	√	√	√			√			
9	Occupational Health and Safety	√	√	√			√			
10	Train the Trainer						√			√
11	Conflict Resolution	√	√	√					√	
12	Samoan Cultural Knowledge	√	√	√						
Specialised										
1	Water Safety Plans						√	√		√
2	Septic Tanks (design, operation)	??			√			√		√
3	Hygiene Awareness & Promotion					√		√		√
4	Water Quality Management					√	√			√
5	Compliance & Enforcement (policy)			√	√			√		
6	Advanced Computer Skills	√	√	√			√			

1. General Training Courses

- General Office Administration.** Covers general office administration, communications (phone, emails, letters), correspondence and taking minutes, records management and filing.
- Report Writing.** To develop/strengthen skills in report structure and composition and style. Use of standard templates, formatting etc..
- Communications –** Covers the media, public consultations and customer relations. This course covers communications with the media and includes writing for publication and media releases,

as well as how to conduct interviews and 'handle' the media. The course also covers conducting public meetings and the topic of customer relations.

4. **Basic Finance and Accounting.** This course provides a basic understanding of simple accounting practices for office and project use. Covers accounting principles, how to read financial statements, debits and credits, accounts payable, budgets, use of spreadsheets/accounting software.
5. **Project Management.** Covers principles of project management: and the basic elements of a project, namely - resources, time, money, and project scope.
6. **Information Management.** Course aim is to improve the way the information is accessed and processed. Includes data storage/filing (both physical and electronic); improved information management systems and procedures.
7. **Basic Computer Skills.** Develop and upgrade skills in Microsoft Office e.g. Word, Excel, Powerpoint.
8. **Occupational Health and Safety.** Working environment and work standards.
9. **Train the Trainer.** Learn skills and knowledge to plan and present effective and interactive training to others.
10. **Conflict resolution.** Negotiating skills and dealing with conflicts.
11. **Samoa Cultural knowledge.** Local customs and traditions (Folafola Ava, Lauga, Paluava)

2. Specialised Technical Training (Several Agencies)

1. **Water Safety Plans (WSPs).** How to prepare a WSP, WSP review and monitoring. NB. MOH Water Quality Unit has been trained to provide training in water safety planning and preparation of WSPs. MOH personnel should be contracted to provide this training.
2. **Septic Tanks.** Design and operational features of septic tanks and soakaways, septic tank building code and guidelines, inspections and compliance
3. **Hygiene Awareness & Promotion.** Hygiene related to water and sanitation: overview of linkages, household level water usage and water treatment options (boiling, household filters etc), good sanitation practice, handwashing practice etc. Course will also cover the availability and use of information toolkits for carrying out hygiene promotion/awareness at the community level.
4. **Water Quality Management.** Introduction to water quality and treatment, water testing.
5. **Compliance & enforcement.** Related to Government Policies. Legal issues.
6. **Advanced Computer Skills.** Develop skills in design, update and use of database programs (Excel and Access), GIS/mapping applications.

3. Specialised Technical Training (Single Agency)

These will be specific to the functional areas of the agency.... providing reduced scope for sharing of courses across different organisations. Therefore the training needs under this more specialised category will be left to the respective agencies to plan and arrange, with little input from WSCU.

The role of WSCU

The role envisaged by the WSCU is that of a facilitator not as implementer. The training needs of each sector agency are rightly the responsibility of that agency. However capacity building needs across the sector are currently being addressed in an ad hoc manner and opportunities to achieve synergies are not being developed. With the exception of SWA, sector agencies lack comprehensive capacity building action plans for the medium term. The role of the WSCU will be to liaise closely with sector agencies with the aim of exploring and exploiting opportunities to improve capacity building efforts by identifying areas where greater effectiveness and efficiencies can be achieved using a coordinated approach. It is hoped that the provision of a more coordinated and consolidated capacity needs approach will strengthen the case for donor support to implement the capacity programme. The envisaged WSCU role will also include **evaluation** of trainings carried out, with the aim of learning lessons and establishing a culture of continual improvement in the sector.

Training Approaches

1. In-Country Training Programmes and Resources

Samoa In-Country Training Program (ICTP) funded by AusAID / NZAid and supported by GOS. The ICTP Management Unit located within Oloamanu PDC, National University of Samoa, manages the Samoa ICTP for AusAID / NZAid / GOS and other clients. The Unit comprises three management teams and has been successfully independently managing this program in Samoa since 2008 and has the capacity to undertake additional training management⁴. The Unit facilitates participants to evaluate all training courses immediately after the training. A further evaluation process to assess and report on the effectiveness of the training courses is carried out a number of months later.

Oloamanu Centre for Professional Development is recognised as a leader in Samoa in professional development and management of in-country training programs approved and supported by the GOS. The Oloamanu Centre has been facilitating / managing SWA's in-country training program supported by EU budget support funding and is an obvious strategic partner for WSCU in terms of the expanded sector-wide approach to capacity building envisaged under this WSCB Plan.

Australia Pacific Technical College (APTC) is a regional training resource that provides technician training to trades persons from Pacific Island Countries. Trainees are trained using Australian curricula and gain qualifications accredited to Australian trades qualifications. APTC does apprenticeship training in plumbing, and other trades. The APTC can also provide short term training (e.g. for plumbers) on a fee basis.

Use of Local Trainers. Local training providers can be recruited using Technical Assistance, to provide structured training according to ToRs developed to meet a specific training need. Local training providers include individual consultants, academics, consulting organisations etc. This approach has been successfully used to access the broad pool of expertise available in Samoa, through a competitive tendering environment.

⁴Human Resources Development Strategy and Capacity Building Action Plan, Samoa Water Authority, November 2011.

2. International Training Options

Training undertaken outside of Samoa, includes: short courses at training institutes; study tours to visit installations and learn from the experiences in other countries, and; attendance at conferences. In general the high cost of international training means that requests need to be justified and the learning benefits versus costs need to be carefully assessed. International training, subject to approval and budget availability, will be considered under the SCBP.

Use of International Technical Assistance.

International training expertise can be accessed through the use of TA. This can be a cost-effective alternative to sending Samoans overseas for training. However it is not a substitute for situations where trainees need practical exposure through placement into functioning systems where these do not exist in Samoa.

International training expertise should be considered where local expertise is unavailable for a specific training need, and for highly specialized training requirements and to build local training capacity.

Twinning Arrangements.

Twinning arrangements have been successfully used in the past, in many countries, as an effective way to build capacity in one service delivery organization, through twinning it with a similar but better resourced service delivery organization. Through the twinning arrangement the better resourced (mentor) organization is able to provide support to the developing organization through e.g. formal and informal training and staff exchanges, sharing of systems and knowledge, and general mentoring. For the twinning arrangement to be effective there needs to be functional similarities between the two⁵ organisations and there should not be too large a development gap between the organisations.

Twinning is an initiative that shifts the emphasis from training individuals to building the capacity of service delivery organisations to be more effective. Twinning can help to 'fast track' the acquisition of experience by giving Samoan staff the opportunity to work for short periods of time embedded in another similar organisation which is richer in experience and expertise. The Samoan staff learn from on the job experience of working with experienced colleagues and mentors in sister organisations that are providing a high level of service performance. The twinning arrangement allows for two-way exchanges whereby selected staff from the mentor organisation are exposed to conditions in the developing organisation, so that they gain an understanding of the context and sound appreciation of their capacity and needs.

Twinning requires some funding to sustain the relationship, and to fund a few exchange visits annually. Once the relationship is developed to a level where there are some strong personal relationships between a few key staff members of both organisations, then much help/advice can be achieved by email and telephone (eg much like a software help line). The idea should be to build a long-term relationship that can help the developing organization overcome some of its challenges. The developing

⁵ Twinning can also involve more than 2 organisations.

organization will benefit from knowing that there is some expertise available that they can tap into if required.

Australian and NZ public sector institutions have a public service obligation that could encompass a relationship such as the proposed twinning arrangement. To be effective the twinning needs to be seen in this context, ie not as a full commercial/cost recovery arrangement. The Australian and NZ public sector institutions (as mentor organizations) would benefit from the PR and other spin-offs from such a relationship.

Evaluation of Training

1. Course assessments

Immediately following each training event the effectiveness of the training will be evaluated by participants and the results will be included in a brief Activity Training Report. A Standard Training Assessment Form (with scoring/rating of training under key categories) and Activity Training Report Template will be prepared to facilitate this. The Activity Training Report will include recommendations for how to improve future training. The information will be collected by WSCU for use in the Sector Annual Review Report.

2. Annual Evaluation

An internal evaluation of the overall effectiveness and value-added of the SCBP will be carried out on an annual basis. The evaluation will be undertaken by the WSCU and will use participatory methods to get feedback from sector agencies. The results of the evaluation will be reported to the Sector Working Group. It is further proposed (subject to funding availability) that an external evaluation of the SCBP be carried out after the Plan has been in operation for a minimum period of 3 years.

Capacity Building Costs & Funding Sources

No	Capacity Building Programme	Comment	FY 2013/14 Participants / Cost	FY 2014/15 Participants / Cost
General				
1	General Office Administration & Records			
2	Report Writing (technical reports/minutes/media & publications)			
3	Communications, Media Relations, Customer Relations			
4	Basic Finance and Accounting			
5	Project Management			

No	Capacity Building Programme	Comment	FY 2013/14 Participants / Cost	FY 2014/15 Participants / Cost
6	Information Management			
7	Basic Computer Skills			
8	Customer Services			
9	Occupational Health and Safety			
10	Train the Trainer			
11	Conflict Resolution			
12	Samoan Cultural Knowledge			
Specialised				
1	Water Safety Plans			
2	Septic Tanks (design, operation)			
3	Hygiene Awareness & Promotion			
4	Water Quality Management			
5	Compliance & Enforcement (policy)			
6	Advanced Computer Skills			
Others				
	Twinning arrangements	Seek opportunities for twinning and funding partners. Identify twinning partners.	Unknown at this stage	Unknown at this stage
	The Samoa In-Country Training Program (ICTP) – funded by AusAID / NZ Aid / GOS			

The Way Forward

The WSCU has consulted widely in the formulation of this Plan, and has benefited significantly from the contributions of the various sector agencies that will participate in and benefit from this Plan. The WSCU will be responsible for overseeing the implementation of the Plan, and for monitoring and reporting on the Plan's progress and outcomes. However as the WSCU currently does not have the resources available to kick-start the Plan it is proposed that a TA be appointed with primary responsibility for operationalizing the Plan (i.e. planning and establishing the implementation arrangements for the launch of the SCBP). The TA will also initiate a pilot twinning arrangement by short-listing two or three Samoan sector agencies and initiating appropriate twinning partnerships, funding arrangements and clarifying partnership objectives.