



water for life
suavai mo le ola

Samoa Water Authority
Corporate Plan
2021-2024

FOREWORD



The Samoa Water Authority presents its Corporate Plan for the period 2021-2024. The Plan for the next four years is designed to provide direction for the operations pursued under the Samoa Water Authority Act 2003, supporting the overall vision of the National Plan (SDS) and correlating with the Water and Sanitation Sector Plan (WSSP)

Our Vision as specified in the Plan will be adhered together with guidance provided by the Board of Directors in executing all mandated functions in the Act. The goals will be addressed in specific measures highlighted in the Plan to achieve the overall vision for the next four years.

The Authority in accomplishing all the anticipated projections will be its contribution to the development of Samoa as we face the challenges in a dynamic and ever changing environment, we are currently living in.

Faafetai,

A handwritten signature in black ink, appearing to read 'Tapunu'u Papali'itele Unasa Niko Lee Hang'. The signature is written in a cursive style.

Hon. Tapunu'u Papali'itele Unasa Niko Lee Hang
Minister for the Samoa Water Authority
MINISTER OF WORKS TRANSPORT AND INFRASTRUCTURE.

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ACRONYMS

ADB	Asian Development Bank
ALL	All technical and supporting divisions
CBD	Central Business District
CIT	Communication and Information Technology
CM	Corporate Management
CP	Corporate Plan
CSO	Community Service Obligation
EU	European Union
FK	Cabinet Directive
IWS	Independent Water Scheme
IWSA	Independent Water Scheme Association
JICA	Japan International Cooperation Agency
JWSSC	Joint Water and Sanitation Steering Committee
LC	Legal Consultant
KPI	Key Performance Indicator
MD	Managing Director
MNRE	Ministry of Natural Resources and Environment
MOF	Ministry of Finance
MPE	Ministry of Public Enterprise
MWTI	Ministry of Works, Transport and Infrastructure
NRW	Non-Revenue Water
PUMA	Planning and Urban Management Agency.
PWWA	Pacific Water and Wastewater Association
SDS	Strategy for the Development of Samoa
SWA	Samoa Water Authority
TSC	Technical Steering Committee
WSSP	Water and Sanitation Sector Plan
WWD	Wastewater Division
WWTP	Wastewater Treatment Plant

CHAIRPERSON'S REMARKS



As the newly appointed Chairperson of the Samoa Water Authority Board of Directors, I am delighted to present the Samoa Water Authority Corporate Plan 2021-2024. The Plan is designed to clearly define the vision, mission and core values that the Authority will pursue in the next four (4) years. The objectives and activities have been formulated to achieve the overall goal to be a sustainable water and wastewater utility provider founded on excellence.

The vision sets the long-term goal of the Authority. The challenges identified have been numerous however, the Authority has designed, formulated and developed strategies and policies to address these. Climate change and its effect on water security is a tangible threat to the Authority's work and consequently the Authority has taken a considered approach to ensure our infrastructure and operations are resilient to the effects of natural disasters and severe weather conditions. The Board of Directors in conjunction with the Management team and staff will continue to ensure that relevant and appropriate actions are taken to address all these challenges in order to effectively monitor and optimize achievements of the Authority's established goals and objectives.

The Board of Directors having been appointed in March 2020 commend the work of the outgoing Board of Directors and will continue to steer the Authority with strategic guidance and governing support to implement this Corporate Plan to guide the execution of its mandated functions.

Sincerely,

A handwritten signature in blue ink, which appears to read 'Jennifer Ula Fruean', written over a horizontal line.

Jennifer Ula Fruean
CHAIRPERSON
SWA BOARD OF DIRECTORS

1. EXECUTIVE SUMMARY

The Samoa Water Authority in developing its corporate plan have incorporated its mandated roles in accordance with the Planning Framework of Government. More specifically the linkages to the Sustainable Development Goals 6 and key outcome 9 which is to ensure access to clean water and sanitation for all. The corporate plan is also aligned to the Water and Sanitation Sector under the Water Supply Subsector's 5 Performance Measures,

1. Water Supply Coverage increased
2. Non-revenue water reduced
3. Drinking Water Quality improved
4. Financial Sustainability enhanced
5. Customer and Community satisfaction and knowledge increased.

The Samoa Water Authority continues to provide its core services – water supply and wastewater treatment – whilst charting its way through an ever-changing world and environment. The strategic vision driving the Authority forward for the Corporate Plan Period 2021-2024 encompasses the drive for efficiency, financial sustainability while addressing customer expectations and working together with its stakeholders in a dynamic and changing environment.

The Authority in formulating the Corporate Plan 2021-2024 has identified a new vision:

“To be a sustainable water and wastewater utility provider founded on excellence”

The new vision is especially compelling given the recent global changes which have impacted the world. From climate change to COVID-19, the Authority envisions that it will address these changing dynamics with a strategic orientation to ensure that it continues (and even improves on) its performance over the next 4 years.

For the next four years, the Authority will focus on its vision with a view to providing clean, reliable water and effective sewage and wastewater solutions. We believe that our value lies beyond the mechanics of water supply and wastewater treatment because Water Is Life. This belief will continue to underpin our approach during the Corporate Plan period.

The Authority has reviewed and refined its corporate objectives as follows to correlate with our new vision and to navigate our way through the next 4 years:

1. Increase Community Engagement
2. Improve Service Delivery and Customer Satisfaction
3. Build Financial Sustainability
4. Integrated Water Management
5. Maintaining a Robust Organizational Capability

The Authority recognizes 2 important key elements to assist us in achieving our vision and objectives during the Corporate Plan period. Firstly, is a strengthened legislative basis through

our proposed SWA Amendment Bill 2019. Secondly is the centralized location for all employees in Upolu through the design and construction of our Headquarters in Vaitele.

The Authority is also conscious of the uncertainty about the future of donor financing support for our capital investment projects during the Corporate Plan period and how this may impact on the achievement of our vision and objectives.

With that being said, we acknowledge our major shareholder the Government of Samoa as well as our donor partners namely the European Union (EU), the Japanese International Cooperation Agency (JICA), the World Bank and the Asian Development Bank (ADB) for their contributions towards the Authority's projects past, present and future. We also acknowledge the stewardship from our previous Chairman, Hon. Matataualiitia Afa Lesa and Board Directors Hon. Gaina Tino, Tiufea Rudolf Keil and Amiatu Catherine Faolotoi in building the groundwork on which this Corporate Plan will springboard.

2. OUR OPERATING ENVIRONMENT AND FRAMEWORK

VISION

“To be a sustainable water and wastewater utility provider founded on excellence”

MISSION

To effectively manage the provision of safe, reliable and sustainable water services

VALUES

Genuine	We will do what we say we will do and strive for excellence and quality in everything that we do.
Committed	Proactively working with urgency and commitment to achieve our Vision
Innovative	Using innovative best practices to help us to achieve our Vision.
Professional	To deliver efficient services with diligence, integrity, impartiality and care
Helpful	Demonstrate reliable services to cater for the needs of customers. Providing support to one another, working co-operatively, and making our work environment fun and enjoyable.

MANDATE

The Samoa Water Authority operates under and pursuant to:

1. Samoa Water Authority Act 2003
2. Samoa Water Authority (Sewerage and Wastewater) Regulations 2009
3. Public Bodies (Performance & Accountability) Act 2001
4. Public Finance Management Act 2001
5. Cabinet Directives
6. Samoa National Drinking Water Standards 2016
7. SWA Engineering Standards 2014
8. National Water Services Policy 2010

SUPPORT FOR GOVERNMENT POLICIES

The Authority in support of government policies adhere all its operations and management to the following guidelines provided:

1. CABINET DIRECTIVES (FK) applicable to SWA and Government Corporations
2. International Financial Reporting Standards
3. Trade Waste Policy (2011)
4. Water Resource Management Act 2008
5. Samoa National Drinking Water Standards 2016
6. National Water Service Policy 2010

7. Tenders Board Guidelines on Procurement
8. Part K Treasury Instructions (Procurement)
9. Disaster and Emergency Management Act 2007
10. Samoa Water Resources Management Act 2008
11. Planning Urban Management Act 2004
12. Labour & Employment Relations Act 2013
13. Government Dividend and Return on Equity Policies 2018
14. Community Service Obligation Policy 2018

3. ENTITY PROFILE

The Samoa Water Authority is a public trading body and the major water service provider under the Samoa Water Authority Act 2003. Wholly owned by the Government of Samoa, we are governed by an appointed Board of Directors alongside a semi-autonomous Audit Committee. Our sector Minister under whose portfolio we are responsible to is the Minister of Works, Transport and Infrastructure (MWTI) while for governance as a public body our responsible Minister is the Minister for Public Enterprises (MPE). Our chief executive officer is the Managing Director who is responsible to the Board of Directors for leading the execution of the Corporate Plan in conjunction with the Management team comprising of 8 Managers, an Internal Auditor and a Legal Consultant who together oversee the operation of 8 divisions across Upolu and Savaii.

The Authority is the main water service provider in Samoa. We draw water from multiple water sources in and around Upolu and Savaii, treat and then supply this water to households and businesses (approximately 88% of the population) through a vast network of infrastructure. We also collect, treat and dispose of wastewater within designated areas of the CBD in Upolu.

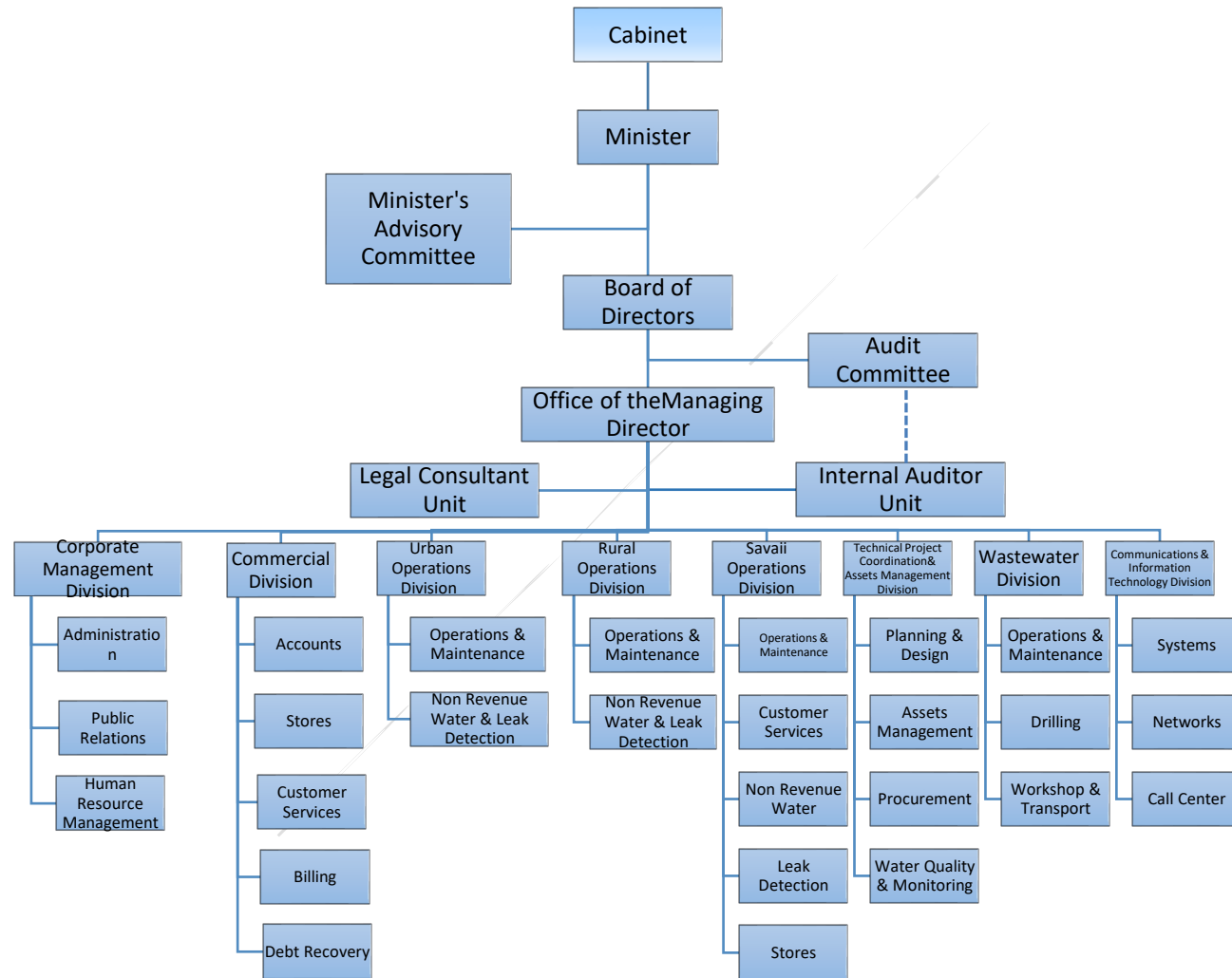
We operate 14 water treatment plants located at Malololelei, Alaoa, Fuluasou (2), Vailima, Tapatapaō, Vailoa Palauli, Tafitoala, Togitogiga, Piu, Lepā, Aleisa, Fagalii uta and Vailele. These plants draw water from rivers through water supply intake structures which are also under the Authority's purview. We also supply water by abstraction from underground aquifers for borehole water supply. This operation is a challenging undertaking for the Authority as it requires additional costs to cater for payment of annual abstraction licenses to MNRE, increased electricity, the annual customary land lease payments and compound maintenance costs. We currently manage more than 45 boreholes in both Upolu and Savaii.

Other than water supply we manage and operate a wastewater treatment plant to service designated areas within the CBD (extending from Mulinuu to the National Hospital Motootua and Sheraton Hotel Vaisigano. It is anticipated that coverage will be extended during the Corporate Plan period targeting towards the Matautu Marina and Wharf.

The Authority is responsible for financing its own daily operations and maintenance activities from revenue collected from its services and while we recently raised our water tariff (1st of July

2019) this only covers our operations and maintenance costs. We receive financial assistance through the Community Services Obligations (CSO) (a social responsibility component for works which are not economically viable), and funds two of the Authority's major expenses (electricity and land compensation) for Rural & Savaii borehole schemes, but this assistance in recent years has been reduced by about 50%. Budget support from the Government of Samoa and donor agencies enables the Authority to implement its Investment Plan although the lifeline for this budget support is due to expire soon. In particular for this Corporate Plan Period, ongoing and anticipated projects includes drilling works for Nofoalii/Leulumoega, Faleasiu uta reticulation network, Moamoa fou subdivision, Satapuala Water Supply System, Logoipulotu Water Supply System, Afiamalu Water Supply System, Aleisa East Water Supply System, Aleipata Inland Main and the proposed Independent Water Scheme Supply Integration. The proposed integration of independent water schemes under the Authority comes by way of a directive from Cabinet and is anticipated to be a major remit in terms of planning and funding during the Corporate Plan period. The Authority so far has received applications from 4 independent village schemes for integration and expects more during the Corporate Plan Period.

4. SAMOA WATER AUTHORITY ORGANIZATIONAL STRUCTURE



New Positions for the structure in the next four years will be determined according to the needs of the Authority

5. CHALLENGES AND OPPORTUNITIES

i. ASSESSMENT OF RESULTS FROM PREVIOUS PLAN

Listed below are the achievements SWA accomplished during the Corporate Plan Life 2017-2020 and are also reflected in our Annual Reports:

- Improved Customer Consultations and Awareness through School Awareness Programmes in both Upolu and Savaii; Educational and promotional advertisements over TV, radio, newspaper; Environment Week and National Water Day participation and Universities Career Awareness. Extensive reach through Pay and Win promotion (chance to win a water tank).
- Service Delivery through extending coverage to new areas. Approximately 82.4 km extension of submains installed throughout Upolu and Savaii. Drilling boreholes (Rural and Savaii villages) to cater for new settlements. System upgrades in Urban areas including improved water supply pipeline for Manono Island. Extended customer service through introduction of On Site billing, opening of new Mulifanua Wharf Collection Booth and periodic mobile collection for all customers.
- Financial sustainability through invigorated efforts to encourage willingness to pay and Ease of Payment Options to encourage bill pay behavior through introduction of Bluesky M-Tala . Improvements to collections contributed to the consistent increase in revenue by 7% & collection by 5% in 2018 with an increase of revenue by 5% and collection by 14% in 2019. Stricter controls have seen a decrease of expenses to 1% for 2019 compared to the last 2 years. The Authority also initiated hardship assistance to low income families (especially those with elderly family members and/or members with special needs) and whom have been disconnected for a lengthy period of time.
- Integrated Water Management through continued participation in national Water Sector programmes and activities. A successful Pacific Water and Wastewater Conference in 2017 hosted by the Authority concluded with SWA winning 4 awards. Successful community consultations carried out before project implementations has noted an improvement in support from the general public which greatly assisted with the smooth flow of our capital works.
- Robust Organizational Capability through regular trainings attended by employees (and Directors) both local and overseas. Organization Wide Internal Exams for all employees and 2018 Off-Site SWA Hosted Workshop for Employees. Successful completion of the Phase 1 of the SCADA project with Phase 2 currently being implemented. On-The Job Training vocational students CEPSCO 5 year Capacity Enhancement Project focusing on water loss management successfully completed in August 2019

ii. ANALYSIS OF THE BUSINESS ENVIRONMENT – STRENGTHS WEAKNESSES OPPORTUNITIES THREATS (SWOT)

The table below identifies key points from SWOT Analysis to be addressed during the Plan Period 2021-2024:

Strengths	Strategies to maximize strengths
<ul style="list-style-type: none"> i. Main supplier of water in Samoa. ii. Efficient water and wastewater infrastructure iii. Competitive salary scale for all staff iv. Effective management and implementation of donor and SWA funded projects. v. Improved governance and support from the Water Sector and established policies and legislations 	<ul style="list-style-type: none"> i. Promote efficiency and reliability of service. ii. Enhance reliability of assets through effective maintenance programs. iii. Regularly review salary and working conditions. Emphasize the performance appraisal process. iv. Meet targets for set performance measures and continue positive relationships with donor organizations. v. Strengthen collaborations with the water sector and ongoing review of policies and procedures
Weaknesses	Strategies to minimize weaknesses
<ul style="list-style-type: none"> i. Not all areas get water 24 hours ii. Resource constraints (staff, vehicles, tools, equipment, computers, excavators, asset replacement, offices) iii. High non-revenue water levels. iv. Unplanned and unbudgeted works. v. Need to improve operational data collection, recording and performance reporting vi. Unproductive working environment due to poor conditions of some office facilities and, isolation of main office from operations divisions 	<ul style="list-style-type: none"> i. Increase water storage capacity in borehole supply areas. Also, develop a drought plan. ii. Recruit staff for key vacant positions and replace much needed resources annually. iii. Action improved leak detection, revenue collection and metering programs. Smart meter program iv. Request financial assistance for unplanned works under MOF v. Emphasize the use of Key Performance Indicator matrices for improved reporting and management decisions. vi. Plan to construct and move to one central office; improve operations office facilities and improve organizational structure and systems for efficient communications and flow of information.
Opportunities	Strategies to maximize opportunities
<ul style="list-style-type: none"> i. External training opportunities available from donor organizations. ii. Exposure to new technology. iii. Capacity building with consultants and contractors. iv. Externally funded projects that provide assistance to improve water services, assets and provide capacity building for employees. v. There is potential for increase in coverage through expansion of 	<ul style="list-style-type: none"> i. Identify critical needs and appropriate employees for training to utilize opportunity regularly. ii. Implement refresher courses to improve productivity on new technology available. iii. Foster the transfer or exchange of knowledge with consultants and contractors hired by SWA. iv. Proper planning and coordination of resource utilization to optimize appropriate use for available technical and financial support from donor external sources. Improve project management and operational areas.

networks to new areas and new settlements.	v. Improve coverage through improved planning to respond to or otherwise anticipate new residential settlements as well as improve capacity of supply sources to sustain and improve supply beyond current coverage areas.
Threats	Strategies to minimize threats
<ul style="list-style-type: none"> i. Climate Change ii. Occurrence of natural disasters iii. Adverse weather conditions – particularly heavy rainfall in the catchments that results in unacceptable water quality iv. Legacy land issues v. Threats to employees during performance of their duties in some villages vi. High cost of electricity vii. Possible increase in the water resource charge (MNRE) viii. Competing interests for the use of water with other users ix. Infrastructure development by other Ministries/Utilities x. Unwillingness by customers to pay bills xi. Members of the public and customers tampering with SWA assets. xii. Lack of Water Professionals in the Labour market. 	<ul style="list-style-type: none"> i. Finalise and Implement Climate Change Adaptation Risk Matrix and Plan. ii. Implement Risk Management Plans for Disaster and recovery plan of assets and water services and develop an insurance arrangement for assets vulnerable to disasters. iii. Liaise with MNRE on necessary improved catchment management practices. iv. Consultation with owners for easement, contingency assessment in the event of opposition (e.g. Compulsory Land acquisition) v. Seek assistance from <i>Sui o le Nuu</i> prior to any major works taking place in villages. vi. Research renewable energy options as a source of electricity. The Authority will also improve the efficiency of its current networks and systems to save costs such as optimizing the capacity of service water sources. vii. Review tariffs regularly to ensure revenue meets full operating costs including water resource charges. viii. Establish close partnerships with other users for better-coordinated use of water sources. ix. Establish close partnerships and open communication with Corporations / Ministries in related developments and projects to minimize unnecessary costs on agencies and the public. x. Improve the level of service, consult with customers and undertake public awareness campaigns and disconnection xi. Conduct Public awareness on the consequences of tampering xii. Internship and awareness campaigns to encourage High School Students to take Engineering as a career and have apprenticeship programs in place.

The current global events has without a doubt impacted the world in many aspects and Samoa is no different. The Authority recognizes the many future challenges it will encounter not only with the global crises but the local environment it operates in, which may operate to hinder the achievement of its vision.

iii. SUMMARY OF STRATEGIES FOR THE PLANNING PERIOD

The following table provides a summary of key performance indicators both financial and non-financial pursued in previous plan period are further expanded for this plan period. Generally majority of KPIs were achieved with a few still ongoing and on target for achievement in this plan period.

Key Performance Indicators	ACTUAL	BUDGET	FORECAST			
	2019	2020	2021	2022	2023	2024
Financial KPIs ¹						
Revenue	27,600,136	30,171,459	30,348,587	31,029,511	31,472,696	31,678,807
Expenses	26,960,810	30,296,602	29,757,766	30,546,491	31,110,365	31,412,524
Net/(Loss) profit before tax	639,326	(125,143)	590,821	483,020	362,330	266,284
Cash Flow from customers	21,614,765	18,898,907	22,979,407	23,567,114	24,194,374	24,702,906
Cash Flow Balance	19,410,590	7,732,139	9,662,168	3,096,823	2,459,137	5,275,175
Non- Financial KPIs						
# of employees	276	265	295	296	297	298
% of households that have access to water.	95%	95%	96%	96%	96%	96%
Water Quality compliance	85%	86%	87%	88%	89%	90%
Utilisation of Wastewater Treatment Plant and system	59%	60%	63%	66%	69%	72%
Non-Revenue Water %	52%	46%	43%	41%	39%	37%

¹ ROE, ROA, Accounts Receivable Days, Current Ratio, CSO Funding as % of total Revenue KPIs are highlighted in the Objective 3 and its strategies

6. MAJOR OBJECTIVES AND STRATEGIES

i. INCREASE COMMUNITY ENGAGEMENT

Objective

Ensuring community and customer's insights and expectations are gauged to formulate basis of informed decisions for effective and efficient services thereby promulgating the understanding of the community and aligning customer expectations.

Strategies

1. Identify customer difficulties and address
2. Improve customer awareness to align expectations by using effective ways to inform customers for better understanding of all aspects of SWA services and inform them of ways to conserve water.

Our Direction

1. Conduct regular consultations regarding the SWA services to obtain community and customers feedback
2. Utilize effective and innovative mediums of communication to relay our services to the community and our customers

Performance Measures

KPI	Responsibility	Timing	Unit	2021	2022	2023	2024	OUTCOME
Conduct (community villages councils and sui o nuu) awareness	CM	Quarterly	# of awareness	1	1	1	1	Customer and community awareness Customer and community satisfaction
School Programs	CM	Annually	# of awareness	2	2	2	2	Customer and community awareness and satisfaction
Radio Talks	CM	Annually	# of awareness	2	2	2	2	
Conduct Customer Survey on SWA services	CM/ Commercial	Annually	# of Reports	1	1	1	1	Customer satisfaction
<i>Media awareness:</i>								OUTCOME
Social Media	CM	Weekly	# of posts	5	5	5	5	Customer and community awareness
TV ads	CM	Annually	#	5	5	5	5	

Billboards	CM	Annually	#	3	4	4	5	
Website	CM	Daily	#	1	1	1	1	
Newspaper	CM	Annually	#	12	12	12	12	

ii. IMPROVE SERVICE DELIVERY AND CUSTOMER SATISFACTION

Objective

To improve our service delivery levels pursuant to recognized standards and construct efficient and sustainable infrastructure with a view to extending coverage of our service

Strategies

1. Ensure our services comply with recognized standards (e.g. Samoa National Drinking Water Standards)
2. Ensure that our customers can rely on us and to promptly address queries and complaints
3. Renew or rehabilitate aging infrastructure and plan and design for resilient infrastructure.
4. Ensure regular planned maintenance of infrastructure
5. Extend Network Coverage to improve access for all

Our Direction

1. Develop and Implement Water Safety Standards
2. 24/7 clean water supply provided
3. Easy and open communication avenues with our customers
4. Quality service and system performance
5. Plan for Independent Water Schemes Integration

Performance Measures

KPI	Responsibility	Timing	Unit	2021	2022	2023	2024	OUTCOME
Compliance with drinking water standards	Urban	Monthly	%	95%	96%	97%	98%	Operational compliance and efficiency; Customer Satisfaction
	Rural			85%	90%	92%	95%	
	Savaii			85%	90%	92%	95%	
Increase number of existing borehole supply with disinfection facilities	Urban	Annually	# of disinfection facilities	1 Vailele	NA	Any independent scheme future IWSA	Any independent scheme future IWSA	Operational efficiency; Customer Satisfaction;
	Rural			3 Fasitoo tai Vaovai	3 Satapuala Nofolii	Any independent scheme	Any independent scheme	

				Old Nofoalii	Saleau mua	future IWSA	future IWSA	
	Savaii			4 Saleaula Samata Sataua Matavai #2	3 Matavai #1 Logoip ulotu Gataiva i	Any independ ent scheme future IWSA	Any independ ent scheme future IWSA	
Wastewater Treatment Plant Compliance with SPREP Effluent Standards	WWD	Monthly	%	100%	100%	100%	100%	Environmental resiliency; Operational compliance and efficiency
Resolve WW customer complaints within 24 hours	WWD	Monthly	%	100%	100%	100%	100%	Operational efficiency; Customer satisfaction; Enhanced Reputation
Resolve water customer complaints as per SWA Service Charter (not including complaints resulting from Natural Disasters)	Rural, Urban & Savaii	Monthly	%	80%	85%	90%	95%	Operational efficiency; Customer Satisfaction; Enhance reputation
Installation of new connections within 10 working days from date of payment	Rural, Urban & Savaii	Monthly	%	80%	85%	90%	95%	Operational efficiency; Enhanced reputation; Customer satisfaction
Reduce NRW	Urban	Annually	%	42%	40%	38%	36%	Operational efficiency and resilience; Water security;
	Rural			50%	48%	46%	44%	
	Savaii			38%	36%	34%	32%	
	Savaii	Annually	# of Villages	1Gataivai				Operational efficiency

Untreated to Treated Water Supply	Urban			2 Afiamalu, Vailele				and resilience; Customer satisfaction
	Rural			Saleapaga	Tiavi Tiavea			
Network Upgrades	Savaii	Annually	Length of pipeline installed	4 Km	4Km	4Km	4Km	Climate change resilient systems; Increases efficiency; Increase coverage; Reduce losses (e.g.NRW)
	Urban			4Km	4Km	4Km	4Km	
	Rural			4Km	4Km	4Km	4Km	
BH upgrade & relocate & River intake refurbishment	Savaii	Annually	#			Letui Fogasavai i		Climate change resilient systems; Increases efficiency; Environmental resilience;
	Rural				Lalomanu			
	Urban				Moamo a Fuluasou			
New Works	Savaii	Annually	Length of pipeline installed	5 Km	5Km	5Km	10Km	Increase coverage; Operational resilience; Enhance reputation
	Urban			2Km	2Km	2Km	2Km	
	Rural			5Km	5Km	Km	Km	
	WWD		No. of Pump stations installed	2	2	3	3	
Population Coverage	Commercial	Annually	% of population	89%	89%	90%	90%	Increased coverage; Enhanced reputation; Building sustainable communities
Exploring new measures with sector agencies regarding water quality	Technical	Annually	# of reports	1	1	1	1	Operational efficiency and resilience; Customer satisfaction;

iii. BUILD FINANCIAL SUSTAINABILITY

Objective

To operate as efficiently as any comparable business and improve financial performance to enable some level of independence from donor funding support

Strategies

1. Ensure our financial sustainability

Our Direction

Focus on revenue collection and maintaining an effective and efficient billing system and debt recovery collection

Key Initiatives

1. All customers to be billed
2. Increase the avenues and innovative platforms where bills can be paid
3. More incentives for customers to pay their bills on time
4. Continuous mass disconnection activities
5. Regular reviews of budgeting / investment plans/long term forecasting
6. Implementation of cost saving measures

Performance Measure

KPI	Responsibility	Timing	Unit	2021	2022	2023	2024	Outcome
Billing Efficiency	Commercial	Annually	%	95	96	97	98	Financial resilience; Customer satisfaction; Enhanced reputation
Collection Efficiency	Commercial	Annually	%	95	95	99	99	Financial sustainability and resilience;
Accounts Receivable turnover days	Commercial	Annually	days	<90 days	<90 days	<90 days	<90 days	Financial sustainability and resilience
Operation Cost Recovery(revenue is exclusive of CSO received)	Commercial	Annually	%	93	93	92	92	Financial sustainability and resilience
Current Ratio	Commercial	Annually	Ratio	18:1	16:1	19:1	19:1	Financial sustainability and resilience
Net Earnings Margin	Commercial	Annually	%	2	2	1	1	Financial sustainability and resilience
Return on Equity	Commercial	Annually	%	1	1	0	0	Financial sustainability and resilience
Conduct Tariff Review	Commercial	Annually	#reports	1	1	1	1	Financial resilience

% achieved of Investment Plan	Commercial/ Technical	Annually	%	72	74	76	78	Operational and financial resilience
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iv. INTEGRATED WATER MANAGEMENT

Objective

To achieve equitable and sustainable solutions in the development and management of water supply sources and developments in a coordinated and Inclusive manner.

Strategies

1. Enhance our reputation as a responsive and innovative service provider using better technologies that saves costs and improve efficiency of services and are climate resilient.
2. Active Collaboration with sector counterparts to advance the interests of sustainable and integrated water management.

Our Direction

1. Utilize best affordable and available technologies to provide and sustain water supply in these times of dynamic changes to the environment.
2. Working together with sector counterparts to ensure a holistic approach to effective and efficient water supply.

Performance Measures

KPI	Responsibility	Timing	Unit	2021	2022	2023	2024	Outcome
Installation of alternative power supply- Renewable Energy for water sources	Urban	Annually	#	0	1	1	1	Utilize best affordable and available technologies to provide and sustain water supply in these times of dynamic changes to the environment.
	Rural			0	1	1	1	
	Savaii			0	1	1	1	
Compliance with annual borehole licensing	Technical	Annually	#	12	12	12	12	Working together with sector counterparts to ensure a holistic approach to effective and efficient water supply
SCADA coverage for all systems	Urban	Annually	# of sites	5	2	2	0	Utilize best affordable and available
	Rural			10	10	10	10	
	Savaii			5	5	5	5	

	WWD			10	10	10	10	technologies to provide and sustain water supply in these times of dynamic changes to the environment.
Implement Smart meters program	Urban	Annually	# of Smart meters	10	20	30	40	
	Rural			10	20	30	40	
	Savaii			10	20	30	40	
Participate as needed in TSC meetings	Technical	Annually	# meeting minutes	12	12	12	12	Working together with sector counterparts to ensure a holistic approach to effective and efficient water supply
Participate in other subsector meetings including JWSSC	Technical	Annually	# meeting minutes	4	4	4	4	
Complete the PWWA Benchmarking Questionnaire	Technical	Annually	# Completed Questionnaires	1	1	1	1	
Participate at the Annual PWWA Conference	SWA Representatives	Annually	# participants	2	2	2	2	

v. MAINTAINING A ROBUST ORGANIZATIONAL CAPACITY

Objective

Maintain the ability of the Authority to achieve its vision and objectives through sound management, strong governance, capable staff and innovative ideas

Strategies

1. Management to develop a set of priorities to encourage staff to embrace the organization's vision and objectives
2. Ensure systems and processes in place to obtain and maintain staff and resources to carry out the vision and achieve objectives
3. Ensure staff and resources are used and allocated in effective and efficient manner to fulfill vision and achieve objectives
4. Ensure the ability to monitor and assess and respond to changes both internally and externally

Our Direction

1. Conduct constant and consistent upgrades to our IT network and systems
2. Conduct regular capacity assessments (e.g. internal exams) and relevant targeted capacity building
3. Conduct regular policy reviews, updates and refreshers

4. Ensure effective and efficient implementation of performance appraisal for all
5. Ensure proper occupation health and safety standards are adhered
6. Improve staff productivity levels
7. Ensure records of Board and Management meetings are updated and recorded accurately
8. Provide timely reports for Cabinet, MPE and all relevant stakeholders.

Performance Measures

KPI	Responsibility	Timing	Unit	2021	2022	2023	2024	Outcome
Perform IT hardware, software and network audit	CIT	Annually	# reports	1	1	1	1	A reliable and sustainable IT network and systems
Ensure Network & Systems Service Levels, Uptime & Availability	CIT	Monthly	%	>95%	>96%	>97%	>98%	
Ensure compliance on Data Security & Business Continuity Best Practices	CIT	Annually Monthly	# of Backups	1 12	1 12	1 12	1 12	
Conduct periodic Training Needs Analysis and provide Training Programmes (incl OSH consultations/training on relevant legal issues and processes)	CM	Every 6 months	# TNA Reports	2	2	2	2	Relevant trainings provided
		Ongoing	# of Training Reports	10	10	10	10	
	LC	Annually	# Consultations /Trainings	2	1	1	1	Highly trained staff
Refresher Exams	ALL	Annually	% pass rate	75%	80%	85%	90%	
Implement Employee Performance Appraisals for all staff and Management	Management/ MD	Annually	# of staff	All	All	All	All	Maintain excellence workforce and improve staff productivity
Improve employee awareness of organization-wide activities and events	CM	Quarterly	# refreshers	1	1	1	1	Well informed staff

Capacity building (vocational and apprenticeships)	CM	Annually	# graduates	4	4	4	4	Highly trained staff
Policy and Process Review	CM Commercial	Annually	# of policies reviewed	5 2	5 2	5 2	5 2	Relevant policies and processes
Board of Director Meetings	MD and CM	Monthly	# Signed Minutes	1	1	1	1	Records of Board and Management meetings are updated and recorded accurately
Management meetings	MD and Management	Monthly	# meeting minutes	1	1	1	1	
Annual Reports & Quarterly Reports	MD and CM	Annually	# Reports	1 AR & 4 QR	1 AR & 4 QR	1 AR & 4 QR	1 AR & 4 QR	Compliance with reporting Requirements
Implement and Review Audit Plan	IA	Annually	# Reports	1	1	1	1	Audit work carried out in a well define structure

7. MAJOR PROJECTS

The following specific projects have been identified in our Investment Plan and are scheduled for implementation during the Plan period

i. ONGOING PROJECTS:

Water Loss Management / Non-Revenue Water Program

NRW reduction in Upolu and Savaii continues to play a key part in our future capital works for the Authority. With the continuous increase in water demand and the threats from unpredictable weather conditions, the Authority endeavors to implement solutions to bring down water loss and unaccounted water to ensure sustainability of supply. The NRW program includes effective demand management and assets management systems through emphasis on the metering programme and replacement of deteriorated pipelines in the reticulation systems. The total estimated costs for this ongoing project is \$700,000

Network Upgrades

SWA continues to upgrade old and poor conditioned water supply networks that immensely contribute to a high NRW through leakages as well as poor water quality that can pose health risks from intrusion of contaminants from frequent pipe breakages. Upgrade works include either intake structure refurbishment, pipeline replacement, storage installation or a borehole upgrade to a different location away from a contaminated aquifer. Vailele and Aleisa in Upolu are two major upgrades to improve on deteriorating pipelines, with Logoipulotu in Savaii needing relocation and replacement of approximately 10.4km of pipeline with a storage tank to

be installed. Other network upgrades include areas of Faleasiu, Faleseela and Lalovaea in the Urban Area.

Coverage Areas or Expansion works

The Authority continues to extend and improve its coverage within its mandated service areas. This includes the installation of new reticulation networks to cover remote villages, communities and newly established residential areas through new subdivisions and relocation. These works cover the rural areas such as the South East Upolu and Savaii. It also includes the various new settlements around the urban areas such as Afiamalu, Tiapapata, Moamoa Fou and Malololelei

ii. NEW PROJECTS

Supplementary Chlorination Facility Upgrades

Our Chlorination facility upgrade works continues for Boreholes. This is to ensure that the quality of the water supply complies with the National Drinking water standards. The Chlorination facility upgrades is anticipated to cost \$180,000.00

Nofaalii/Leulumoega Water Supply System

The Authority is now carrying out drilling works in Nofaalii to provide a sustainable supply scheme for this area. The upper parts of Nofaalii and Leulumoega rely on rain water tanks. The planned reticulation system is 10.5km of distribution pipeline. Works began in October 2019 and due to be completed in July 2020 at a cost of \$2.2 million

Satapuala Water Supply System.

With the recent addition of a drilled borehole at Satapuala, the Authority plans to provide a new 250m³ storage tank along with 8km of distribution mains. This will provide access to potable drinking water for 162 households. The system is designed in such a way to provide additional supply towards Faleolo during peak demands. The total estimated cost for this project is \$1.3 million.

Afiamalu Water Supply System.

Urban development has led to increased populations settling in and around the Malololelei to Afiamalu area. The existing Afiamalu intake does not provide reliable treated water throughout the year. As such, the construction of two new tanks have already begun to provide critical storage. The Afiamalu Water Supply System is going to pump water 260m above the current elevation of the water treatment plant in order to gravity feed the entire area right down to Vailima. The expected duration of this contract is seven (7) months at an estimated value of \$3.7 million

Aleisa East Water Supply System.

Water security remains a problem for communities living in the urban west. It's particularly difficult to supply those living above the elevation of our Tapatapao Water Treatment plant. In order to provide continuous supply for the 134 families here, works began along Laloanea Road in December of 2019. This consisted of the construction of a 250m³ storage tank and about 11.85km of distribution mains. This project is fully funded by the World Bank as part of the Pilot Project for Climate Resiliency (PPCR). The total overall price for this system is \$2.9 million

Aleipata Inland Main.

Our rural supply continues to make increased coverage for residents residing inland. Our Aleipata coastal system is prone to exposure during significant weather events. As such, the introduction of the Aleipata Inland Main provides a means for a looped water supply connection; capable of supplying inland as well as the coast during downtimes in other areas between Samusu and Lalomanu. The Authority completed the construction of the Saleaumua borehole and tank by February 2020, leaving the installation of approximately 6.8km of pipe and associated fittings to install. The water network began construction in January 2020 and is split into two packages which aim to finish within 4 months duration with further plans to extend the network towards Tiavea using savings from other PPCR projects. The total estimated cost for this project is \$3 million.

Independent Water Scheme Supply Integration

As per Cabinet Directive the independent water supply scheme is to come under SWA management which will require an investigation of upgrade works needed to determine costings of financing the required upgrades to these systems in accordance with Samoa National Drinking Water Standards and discussions with affected villages to ensure partnership has a smooth transition. Anticipating this project to be in phases.

Feasibility Study- New Wastewater Treatment Plant

A feasibility study into a new wastewater treatment plant in the industrial zone at Vaitele is to be carried out towards the end of 2024

8. FINANCIAL STATEMENTS

Samoa Water Authority

Balance Sheet Forecast for Four Years from 2021-2024

	Actuals	Budget	Forecast			
	2019	2020	2021	2022	2023	2024
<i>EQUITY</i>						
Government equity	84,660,413	84,660,408	93,760,408	97,810,408	99,810,408	99,810,408
Accumulated losses	(54,015,314)	(53,927,091)	(53,169,940)	(52,686,920)	(53,324,589)	(52,058,306)
Asset revaluation reserve	35,294,097	35,294,097	35,294,097	35,294,097	35,294,097	35,294,097
<i>Total equity</i>	65,939,196	66,027,414	72,884,565	80,417,585	82,779,916	83,046,199
<i>Represented by:</i>						
<i>Current Assets</i>						

Cash on hand	3,030	3,030	3,030	3,030	3,030	3,030
Cash at bank	19,316,193	17,051,402	9,567,771	3,002,426	2,363,740	5,180,778
Fixed deposit	91,367	89,961	92,275	93,191	94,117	95,052
Trade debtors	3,601,812	4,675,267	4,377,030	5,528,089	6,431,416	6,967,486
Other debtors & prepayments	1,907,272	2,916,085	2,615,159	2,882,674	3,172,205	3,470,305
Stock-store	1,423,281	1,010,858	1,148,555	507,748	478,124	(51,500)
	26,342,955	25,746,603	17,803,820	12,017,158	12,542,632	15,665,151
Less:						
Current Liabilities						
Trade creditors	890,199	779,562	901,551	662,094	572,182	704,604
Provision for dividends	86,746	116,891	0	0	0	0
Other creditors & accruals	812,389	580,530	102,531	100,652	102,622	103,458
	1,789,334	1,477,073	1,004,082	762,746	674,804	808,061
Working Capital	24,553,621	24,269,530	16,799,738	11,254,411	11,867,828	14,857,090
Plus: Non-Current Assets						
Fixed assets	144,929,740	149,972,780	136,165,031	130,468,052	130,355,132	127,733,084
Work in progress	20,988,356	18,746,636	47,036,86	60,986,867	60,986,867	60,986,867
	165,918,051	168,719,416	183,201,898	191,454,919	191,341,999	188,719,951
Less: Non-current Liabilities						
Deferred income	124,310,740	126,814,649	124,043,161	122,217,834	120,356001	120,456,931
Finance lease	221,736	146,882	73,910	73,910	73,910	73,910
	124,532,476	126,961,531	124,117,071	122,291,744	120,429,911	120,530,841
Net Assets	65,939,196	66,027,415	75,884,565	80,417,585	82,779,916	83,046,199

Samoa Water Authority

Income and Expenditure Forecast for Four Years from 2021-2024

	Actual	Budget	FORECAST			
	2019	2020	2021	2022	2023	2024
INCOME:						
Water sales	18,293,009	21,876,407	21,927,754	22,498,223	22,829,352	22,956,509
Waste water revenue	2,273,861	2,369,152	2,273,861	2,419,950	2,468,349	2,482,468
Grants	1,679,821	1,000,000	700,000	700,000	700,000	700,000
Community Service Obligations	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Amortization	1,789,547	1,360,000	1,789,536	1,825,327	1,861,833	1,899,070
Other Revenue	1,563,898	1,565,900	1,558,798	1,586,012	1,613,161	1,640,761
TOTAL INCOME	27,600,136	30,171,459	30,348,587	31,029,511	31,472,696	31,678,807
EXPENDITURES:						

Bad and Doubtful Debts Expense	200,000	200,000	200,000	200,000	200,000	200,000
Depreciation Expense	5,333,083	5,566,444	5,683,314	5,976,980	5,912,919	5,972,049
Personnel Expenses	8,366,741	10,338,740	9,768,393	9,962,711	10,161,537	10,243,156
Board and Directors' Expenses	107,534	150,000	119,568	120,069	120,580	120,580
Corporate Expenses	191,485	318,912	296,517	301,457	306,678	312,239
Personnel Related Expenses	439,491	568,100	569,009	577,293	581,188	589,716
Hire/Lease Expenses - Equipment and Vehicles	148,561	185,000	185,700	189,414	190,142	193,945
Travel Expenses	111,734	179,000	179,960	181,943	185,582	189,749
Property Expenses	705,152	792,180	840,064	863,269	880,434	885,078
Communication Expenses	178,882	216,000	216,000	220,320	224,726	229,221
Operation & Maintenance - Non System Assets	1,015,135	1,302,401	1,176,658	1,200,191	1,221,342	1,244,139
Operation & Maintenance - System Assets	5,416,054	4,390,411	4,522,597	4,768,643	4,862,843	4,866,782
Other Expenses	1,138,592	1,309,000	1,313,290	1,382,564	1,391,985	1,400,405
Ministerial expenses	74,151	101,000	88,355	88,355	88,355	88,355
Public Relations Expenses	377,571	230,000	429,137	437,720	441,470	449,672
	23,804,106	25,847,188	25,588,560	26,291,018	26,769,783	26,985,130
CSO EXPENSES:						
Electricity - boreholes	2,430,808	2,686,000	3,161,671	3,224,904	3,289,402	3,355,190
Compensations	300,123	447,600	506,016	531,317	541,943	552,782
Fuel for generators	58,373	148,214	111,100	89,312	91,098	92,920
Ground maintenance	<u>367,4000</u>	<u>447,600</u>	<u>390,419</u>	<u>409,940</u>	<u>418,139</u>	<u>426,501</u>
	3,156,704	3,729,414	4,169,206	4,255,473	4,340,582	4,427,394
TOTAL EXPENDITURES	26,960,810	29,576,602	29,757,766	30,546,491	31,110,365	31,412,524
Excess of income over expenditures/(expenditures over income)	639,326	594,857	580,821	483,020	363,330	266,284
Accumulated losses brought forward	(54,354,511)	(54,338,248)	(53,760,761)	(53,169,940)	(52,686,920)	(52,324,589)
Dividends	(300,129)	(233,962)	(203,287.35)	(169,057.00)	(127,165.50)	(93,199.40)
Accumulated losses carried forward	(54,015,314)	(53,977,353)	(53,169,940)	(52,686,920)	(52,324,589)	(52,058,306)

Samoa Water Authority

Cash Flow Forecast for Four Years from 2021 to 2024

			F O R E C A S T			
	2019	2020	2021	2022	2023	2024
Operating activities:	\$	\$	\$	\$	\$	\$
Cash from customers	21,614,765	18,898,907	22,979,407	23,567,114	24,194,374	24,702,906
VAGST refund	1,054,416	809,339	1,000,000	1,000,000	1,000,000	1,000,000
CSO	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Grants	1,679,821	1,530,000	700,000	700,000	700,000	700,000
Others	1,259,409	1,794,713	1,325,619	1,352,833	1,379,983	1,407,582
Total receipts	27,608,411	25,032,959	28,005,026	28,619,947	29,274,357	29,810,488

To suppliers & expenses	(13,531,545)	(14,442,340)	(14,264,261)	(15,453,882)	(16,186,654)	(15,634,309)
Payments to employees	(8,882,311)	(8,653,835)	(10,150,551)	(9,964,589)	(10,159,568)	(10,242,320)
Interest paid	0	(22,000)	0	0	0	0
Total payments	(22,413,856)	(23,118,175)	(24,414,812)	(25,418,471)	(26,346,222)	(25,876,629)
Net inflow/(outflow)	5,194,555	1,914,784	3,590,214	3,201,477	2,928,135	3,933,859
Investing activities:						
Proceeds from sale of fixed asset	118,216	0	0	0	0	0
Interest received	240,117	104,000	233,179	233,179	233,179	233,179
Cash from the Government for Capital Investments	7,569,999	7,570,000	9,100,000	4,050,000	2,000,000	2,000,000
Dividends paid	(1,245,149)	(203,733)				
Fixed assets purchased	(1,315,429)	(291,500)	(250,000)	(100,000)	(100,000)	(100,000)
System assets	(9,252,801)	(17,570,000)	(19,000,000)	(13,950,000)	(5,700,000)	(3,205,000)
Net inflow/(outflow)	(3,885,047)	(10,391,233)	(9,916,821)	(9,766,821)	(3,566,821)	(1,116,821)
Financing activities:						
Finance lease payments	(443,213)	(601,455)	0	0	0	0
Net inflow/(outflow)	(443,213)	(601,455)	0	0	0	0
Net increase/(decrease) in cash	866,295	(9,077,904)	(6,323,608)	(6,565,345)	(638,687)	2,817,038
Opening balance	18,544,295	16,606,310	15,988,776	9,662,168	3,096,823	2,458,137
Year-end balance/(overdraft)	19,410,590	7,528,406	9,662,168	3,096,823	2,459,137	5,275,175