



STANDING COMMITTEE ON NATURAL RESOURCES

Consolidated Review Report on the Water Authority of Fiji Annual Reports for 2019–2020, 2020–2021, and 2021–2022



Parliamentary Paper No: 130/25

Published and Printed by the Department of Legislature, Parliament House, SUVA.

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Chair's Foreword



As Chairperson of the Standing Committee on Natural Resources, I am honoured to present this comprehensive review of the Water Authority of Fiji's Annual Reports for the fiscal years 2019–2020, 2020–2021, and 2021–2022. This report underscores the Committee's dedication to promoting transparency, accountability, and good governance within Fiji's vital water sector.

Throughout the review period, the Water Authority of Fiji has endeavoured to enhance its operational effectiveness, address infrastructural challenges, and improve service delivery to the Fijian public. The Committee has meticulously examined the Authority's performance, financial management, and strategic initiatives as outlined in the annual reports.

A significant component of this review involved the Committee's site visit conducted from 15th to 19th September 2025. This visit provided an essential opportunity for members to engage directly with Water Authority personnel, observe operational practices firsthand, and assess the impact of ongoing projects within various communities. The insights gained during this visit have been instrumental in informing the Committee's findings and recommendations.

The Committee commends the Water Authority for its continued efforts and remains committed to supporting initiatives that promote sustainable water management and equitable access for all Fijians. It is our hope that the recommendations contained herein will contribute to strengthening the Authority's capacity and advancing Fiji's water sector in alignment with national development priorities.

I extend my sincere appreciation to the Committee members for their diligence and to the Water Authority of Fiji for their cooperation throughout this process.

I commend this Report to Parliament.



.....
Hon. Kalaveti Ravu
Chairperson
Standing Committee on Natural Resources

ACRONYMS/GLOSSARY

NRW	Non- Revenue Water
SDGs	Sustainable Development Goals
SO	Standing Order
WAF	Water Authority of Fiji

OVERALL RECOMMENDATION

The Standing Committee on Natural Resources has conducted the review of the Water Authority of Fiji 2019 – 2020, 2020 – 2021 and 2021 – 2022 Annual Reports and recommends that Parliament take note of its recommendations as stated in the report.

1.0 Introduction

The 2019–2020, 2020–2021, and 2021–2022 Annual Reports of the Water Authority of Fiji were referred to the Standing Committee on Natural Resources by Parliament on **Friday 02nd May 2025** in accordance with Standing Order 38(2).

The following Standing Orders of Parliament specify the role of the Standing Committee on Natural Resources.

- SO, 109 (c) that the mandate of the Committee is to look into matters that relates to agriculture, forests, fisheries, land, minerals, environment, water and marine services.
- SO, 110 (1) (c) further authorizes the Standing Committee to scrutinize the government departments with responsibility within the committee's subject area, including by
- investigating, inquiring into, and making recommendations relating to any aspect of such a department's administration, legislation or proposed legislative program,
- budget, rationalization, restructuring, functioning, organization, structure, and policy formulation.

The Standing Committee on Natural Resources is mandated to oversee and scrutinize the performance of government entities within its portfolio, ensuring accountability and effective service delivery to the people of Fiji. In line with this responsibility, the Committee undertook a comprehensive review of the Water Authority of Fiji's Annual Reports for the fiscal years 2019–2020, 2020–2021, and 2021–2022. The Standing Committee on Natural Resources is a parliamentary committee established to provide oversight and guidance on matters relating to Fiji's natural resources, including water, land, minerals, fisheries, and environmental management.

WAF plays a critical role in managing the country's water resources and delivering safe, reliable, and sustainable water services across urban and rural communities. Given the essential nature of water services for public health, economic development, and environmental sustainability, the Committee's review focused on assessing the Authority's operational performance, financial management, infrastructure development, and strategic initiatives during the review period.

To supplement the desk review of the Annual Reports, the Committee conducted a site visit from 15th to 19th September 2025. This visit enabled members to engage directly with Water

Authority staff, observe infrastructure projects in progress, and gain a deeper understanding of the challenges and opportunities faced by the Authority in fulfilling its mandate.

This report presents the Committee’s findings, observations, and recommendations aimed at enhancing the effectiveness, efficiency, and sustainability of the Water Authority of Fiji, thereby contributing to improved water service delivery for all Fijians.

2.0 Background

The Water Authority of Fiji (WAF) is the primary agency responsible for the management, development, and delivery of water supply and sanitation services throughout Fiji. Established under the Water Authority of Fiji Act, WAF is tasked with ensuring that all Fijians have access to safe, reliable, and sustainable water resources, which are essential for public health, economic growth, and environmental protection.

Over recent years, Fiji has faced growing challenges related to population growth, urbanization, climate change, and infrastructure aging, all of which have impacted water resource management and service delivery. In response, WAF has undertaken numerous initiatives to upgrade infrastructure, expand service coverage, improve water quality, and enhance operational efficiency.

As part of its oversight function, the Standing Committee on Natural Resources conducts periodic reviews of WAF’s Annual Reports to evaluate the Authority’s performance, governance, and financial management. These reviews provide an opportunity to assess progress against strategic objectives, identify areas of concern, and recommend measures to strengthen the Authority’s capacity.

The Committee’s review for the period covering 2019–2020, 2020–2021, and 2021–2022 builds upon previous assessments and incorporates insights gained from a site visit conducted from 15th to 19th September 2025. This background context is essential to understanding the broader environment within which WAF operates and the critical importance of its role in Fiji’s sustainable development.

3.0 Committee Remit and Composition:

The Committee is mandated to examine annual reports, examine subordinate legislations, bills, consider petitions and papers referred to committees, and monitor their implementation and perform any other functions and duties as are conferred on the committee by the Standing Orders or by resolutions of parliament, other relevant documents tabled in Parliament. This includes reviewing the effectiveness of government programs, assessing the use of public funds, and ensuring compliance with relevant laws and policies.

Through its work, the Committee helps promote transparency, accountability, and good governance in public administration, especially in areas critical to Fiji's sustainable development

and resilience. The Committee’s remit includes scrutinizing the policies, programs, and performance of relevant government ministries, departments, and statutory bodies to ensure effective governance, transparency, and accountability.

The Committee is composed of Members of Parliament representing various political parties, reflecting the diversity of the Fijian Parliament.

3.1 The current membership is as follows:



Hon. Kalaveti Ravu
Chairperson



Hon. Inosi Kuridrani
Assistant Minister for Agriculture
Deputy Chairperson



Hon. Shalen Kumar
Assistant Minister for Multi Ethnic



Hon. Taito Rokomatu
Government MP



Hon. Joseph Nand
Opposition MP



Hon. Vijay Nath
Opposition MP

4.0 Procedure and Program

In fulfilling its mandate to provide oversight and ensure accountability, the Standing Committee on Natural Resources undertook a comprehensive review of the Water Authority of Fiji’s Annual Reports for the fiscal years 2019–2020, 2020–2021, and 2021–2022. The Committee’s approach was systematic and aligned with parliamentary protocols to ensure a thorough examination of the Authority’s performance, governance, and financial management.

The review process commenced with the receipt and preliminary assessment of the submitted annual reports. Committee members individually analysed the documents to identify key focus

areas and issues requiring further inquiry. This initial review enabled the Committee to develop a targeted line of questioning and engagement with the Water Authority of Fiji Senior Executives.

To enhance understanding and obtain clarifications, the Committee held a live submission session with officials from the Water Authority of Fiji in Parliament. These engagements facilitated in-depth discussions on operational challenges, strategic initiatives, and financial accountability.

A critical component of the review was the site visit conducted from 15th to 19th September 2025. During this visit, Committee members observed WAF's operations, infrastructure projects, and service delivery firsthand. The opportunity to interact directly with Water Authority personnel and community members provided valuable insights beyond the scope of the written reports, enriching the Committee's evaluation.

Following the site visit, the Committee convened to deliberate on the information gathered, assess the Authority's performance, and formulate observations and recommendations. These deliberations were focused on identifying areas for improvement, best practices, and strategies to enhance the Authority's effectiveness and sustainability.

The Committee consolidated its findings and prepared a comprehensive report, which encapsulates the analysis and recommendations aimed at strengthening the Water Authority of Fiji's capacity to deliver safe, reliable, and sustainable water services to the Fijian population.

This structured procedure and program underscore the Committee's commitment to rigorous oversight and support for continuous improvement within Fiji's vital water sector.

4.1 Evidence and Advice Received - Please Refer to Annexures 1 – 4 (Written Response Submission from WAF, Hansard report and research papers)

5.0 Committee Deliberations and Analysis

The Committee, in its thorough review of the Water Authority of Fiji's Annual Report, engaged in detailed deliberations to assess the Authority's performance, financial management, and strategic direction over the reporting period.

5.1 COMMITTEE FINDINGS

Following a comprehensive review of the Water Authority of Fiji's Annual Report and targeted site visits to the northern and western regions, the Committee presents the following key findings:

5.1.1 Findings from the Site Visit to the Northern Region:

- 5.1.1.1** The Committee noted ongoing infrastructure projects aimed at expanding water access to rural communities, which have positively impacted service coverage.

- 5.1.1.2 Aging water pipelines and limited maintenance capacity were apparent, contributing to significant water loss and supply inefficiencies.
- 5.1.1.3 The northern region is particularly vulnerable to climate variability, with seasonal floods and heavy rainfall during the wet season causing disruptions in water quality and supply consistency.
- 5.1.1.4 Community engagement initiatives are in place but require strengthening to foster greater awareness and participation in water conservation efforts.

5.1.2 Findings from the Site Visit to the Western Region:

- 5.1.2.1 The Committee noted substantial progress in upgrading water treatment facilities and expanding digital monitoring systems to improve service delivery.
- 5.1.2.2 Despite improvements, supply disruptions remain prevalent in some remote and rural settlements, highlighting gaps in infrastructure resilience and contingency planning.
- 5.1.2.3 Outreach programs promoting hygiene and water conservation have been well-received, though ongoing efforts are needed to ensure sustained community involvement.
- 5.1.2.4 Challenges related to the affordability of water services in lower-income areas were also observed, underscoring the need for balanced tariff policies.

5.1.3 Overall Findings from the Site Visits to the Northern and Western Regions:

5.1.3.1 Infrastructure Development and Service Expansion:

- Both regions have ongoing infrastructure projects improving water access and treatment facilities, which have enhanced service coverage and delivery.
- The Northern Region is focusing on expanding access to rural communities, while the Western Region is upgrading treatment facilities and implementing digital monitoring systems.

5.1.3.2 Challenges in Infrastructure and Maintenance:

- Aging infrastructure, especially in the Northern Region, leads to water loss and inefficiencies due to limited maintenance capacity.
- Supply disruptions persist in remote areas in both regions, revealing gaps in infrastructure resilience and contingency planning.

5.1.3.3 Environmental and Climate Vulnerability:

- The Northern Region is particularly susceptible to climate-related disruptions, such as seasonal floods and heavy rainfall, affecting water quality and consistent supply.

5.1.3.4 Community Engagement and Awareness:

- Both regions have community engagement and outreach programs focused on water conservation and hygiene.
- However, these initiatives require strengthening to improve sustained participation and awareness, especially in the Northern Region.

5.1.3.5 Economic and Social Considerations:

- Affordability remains a concern, notably in the Western Region, highlighting the need for balanced tariff policies to ensure equitable access to water services for lower-income populations.

6.0 COMMITTEE’S RECOMMENDATIONS

RECOMMENDATION 1

The Committee recommends that the Water Authority of Fiji prioritize and allocate increased funding and technical support to accelerate ongoing infrastructure projects throughout its jurisdiction, with provisions for future expansion.

RECOMMENDATION 2

The Committee recommends strengthening climate resilience in the region by investing in flood management infrastructure, enhancing water quality monitoring, and developing adaptive water supply strategies to ensure consistent and safe water access despite seasonal climate disruptions.

RECOMMENDATION 3

The Committee recommends that the Water Authority of Fiji and the Ministry of Infrastructure and Public Works enhance and expand community engagement programs by increasing education and outreach efforts, fostering active participation in water conservation and hygiene practices, and partnering with local leaders to sustain awareness.

RECOMMENDATION 4

The Committee recommends that the Water Authority of Fiji intensify its public awareness campaigns on responsible water usage and implement measures to reduce non-revenue water losses (NRW).

RECOMMENDATION 5

The Committee recommends that WAF engages in consultations with stakeholders and landowners on a standardized lease agreement for water catchment areas and infrastructure development projects.

RECOMMENDATION 6

The Committee recommends that WAF enhances its security surveillance measures across water catchment areas, dams, reservoirs, and water treatment facilities.

RECOMMENDATION 7

The Committee recommends that WAF expand its wastewater infrastructure and explore new innovative wastewater management practices to ensure the safety of its personnel and the protection of the environment.

RECOMMENDATION 8

The Committee recommends that WAF take immediate corrective measures to align its operations with the provisions of the Environment Management Act and establish robust monitoring mechanisms to ensure ongoing compliance.

RECOMMENDATION 9

The Committee recommends that WAF develop a standard operating procedure (SOP) with other stakeholders before project implementation to improve operational efficiency and ensure the timely execution and completion of projects.

7.0 Gender Analysis

SO, 110 (2) states that *“Where a Committee conducts an activity listed in clause (1) the Committee shall ensure that full consideration will be given to the principle of gender equality to ensure all matters are considered with regard to the impact and benefit on both men and women equally”.*

The Committee recognizes the importance of integrating gender considerations into the planning and implementation of water resource management and service delivery. Upon reviewing the Water Authority of Fiji’s Annual Reports for 2019–2020, 2020–2021, and 2021–2022, the Committee notes that while there have been some efforts to incorporate gender-responsive approaches, the level of detailed gender analysis and reporting remains limited.

The reports provide minimal information on how gender dynamics influence access to water services or how programs specifically address the needs of women, men, and vulnerable groups differently. The Committee emphasizes that understanding these distinctions is critical for ensuring equitable access to water and sanitation services across all communities.

Therefore, the Committee recommends that the Water Authority of Fiji strengthen its gender mainstreaming efforts by:

- Conducting comprehensive gender analyses as part of all project planning and reporting cycles.
- Collecting and disaggregating data by gender to better inform decision-making.
- Implementing targeted initiatives that address gender-specific barriers to water access.
- Increasing transparency and accountability through detailed gender-focused reporting in future annual reports.

By enhancing its gender responsiveness, the Authority will better support Fiji’s commitments to inclusive development and the advancement of gender equality in line with national policies and international frameworks.

8.0 Sustainable Development Goals (SDGs)

The Committee acknowledges the Water Authority of Fiji’s commitment to aligning its operations and strategic initiatives with the United Nations Sustainable Development Goals (SDGs),

particularly SDG 6, which focuses on ensuring availability and sustainable management of water and sanitation for all.

Upon reviewing the Annual Reports for the periods 2019–2020, 2020–2021, and 2021–2022, the Committee notes positive strides made by the Authority in contributing towards SDG targets.

These included efforts to improve access to clean and safe water, enhance water infrastructure, promote water conservation, and implement sustainable water resource management practices.

However, the Committee noted that while progress has been reported, there is room for improvement in integrating comprehensive SDG monitoring frameworks and providing detailed performance indicators that clearly demonstrate outcomes related to the SDGs. More consistent reporting on how WAF’s activities directly contribute to national SDG targets would enhance transparency and accountability.

The Committee encourages the Water Authority of Fiji to:

- Strengthen the integration of SDG-aligned targets and indicators into its strategic planning and reporting.
- Enhance data collection and analysis to better track progress on SDG-related outcomes.
- Foster partnerships with government agencies, development partners, and communities to accelerate progress towards sustainable water and sanitation services.
- Regularly report on challenges and lessons learned in pursuing SDG commitments.

By deepening its focus on the Sustainable Development Goals, the Authority will significantly contribute to Fiji’s broader national development agenda and the global commitment to sustainable and equitable water access.

9.0 Conclusion

After a thorough review of the Water Authority of Fiji’s Annual Reports for the fiscal years 2019–2020, 2020–2021, and 2021–2022, including the insights gained from the site visit conducted in September 2025, the Committee concludes that the Authority has made commendable progress in fulfilling its mandate to provide safe and reliable water services to the people of Fiji.

The Committee recognizes the efforts undertaken by the Authority to improve infrastructure, enhance operational efficiency, and address key challenges such as water scarcity and climate change impacts. Furthermore, the Authority’s commitment to aligning its activities with national development goals and the Sustainable Development Goals is noted positively.

However, the Committee also identifies areas that require further attention. These include strengthening governance and financial management practices, enhancing community engagement and gender responsiveness, and improving data collection and reporting mechanisms to ensure greater transparency and accountability.

The Committee urges the Water Authority of Fiji to continue building on its achievements by adopting the recommendations outlined in this report. The Authority must intensify its focus on sustainable water management, equitable access, and resilience to environmental challenges to secure a sustainable water future for all Fijians.

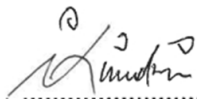
The Committee reaffirms its commitment to monitoring the progress of the Water Authority of Fiji and supporting initiatives that advance the provision of water services as a fundamental right and necessity for the nation's well-being and development.

Member's Signature:

We, as Members of the Standing Committee on Natural Resources, do concur with the content of this report.



.....
Hon. Kalaveti Ravu
Chairperson



.....
Hon. Inosi Kuridrani
Deputy Chairperson
Assistant Minister for Agriculture



.....
Hon. Shalen Kumar
Assistant Minister for Multiethnic



.....
Hon. Vijay Nath
Opposition MP



.....
Hon. Joseph Nand
Opposition MP



.....
Hon. Taito Rokomatu
Government MP

APPENDICES

- 1) WRITTEN SUBMISSION BY WAF**
- 2) VERBATIM REPORT ON WAF**
- 3) RESEARCH PAPERS – WAF**
- 4) SITE VISIT AND SUBMISSION PHOTOS**

Appendix 1

Written Submission by Water
Authority of Fiji 2019-
2020,2020-2021 and 2021-
2022Annual Reports

WAF Annual Report Clarifications

AR 2019-2020

AR 2020-2021

AR 2021-2022



Annual Report 2019/2020 Clarifications

Annual Report 2019-2020

Question 1 Page 2 Highlights

- a) Now that the Namau Water Treatment Plant has been commissioned, can the Authority provide a list of the villages and nearby areas that have been serviced by this treatment and when these areas will be serviced?



WAF Response

The Namau Water Treatment Plant was officially commissioned on June 26, 2020, as part of a major infrastructure initiative aimed at improving access to clean water in the Tailevu (Korovou) region.

Constructed at a cost of over FJD \$20 million, the facility includes a 5-megalitre reservoir, and a 21-kilometre pipeline network designed to deliver reliable and safe drinking water to 3800 Fijians.

- **16 Villages** (Nailega, Nakalawaca, Matacaucau, Matala, Burerua, Sawakasa II, Sawakasa I, Namau, Dakuinuku, Lodon, Nananu, Burelevu, Lawaki, Veinuqa, Naitutu, Namena, Navuniso)
- **11 Schools** (RKS, QVS, Lawaki District, Ratu Filimoni Loco Primary School, Lodon Primary, Delainakaikai Primary School, Tailevu North College, Namalata District, Saint Vincent College & Saint Vincent Primary School)
- **6 Settlements** (Veicorocoro Settlement, Vulagi Settlement, Denanivanua Settlement, Nutobici Uluirarua, Bulu, Waivola)
- **1 Farming Settlement** (Wainivesi Farm)

Annual Report 2019-2020

Question 1 Page 2 Highlights

- b) Can the Authority please brief the Committee on the calculation of the lease paid to LOUs?



WAF Response

There are two (2) Catchment leases and one (1) Pipeline Reservoir lease at Namau.

The lease ownership details are tabulated as follows:

Table 1:

No	Name of Land	Tenant	Type of Lease	Term of Lease	Land Area	Mataqali	Ground Rent
1	Saunivaikau/Uluigau	Director of Lands	i-Special-Catchment	99 years from 1/7/2009	497.1216 Ha	Mat. Sauniveikau & Mat. Uluigai	\$20,000 per annum
2	Namau Water Catchment Extension	Water Authority of Fiji	i-Special-Catchment	99 years from 01/07/2014	116.50 Ha	Mat. Colata	\$7,000 per annum
3	Namau	Director of Lands	i-Special-Reservoir-Pipeline-Treatment Plant	99 years from 01/01/2003	1.4652 Ha	Mat Navukula & Mat Colata	\$5,000 per annum

Lease offers from TLTB is issued under the I-Taukei Land Trust Act which is based on willing lessee and willing lessor principle market approach and normal negotiation takes place in most circumstances.

However, since 2019, the existing WAF Catchment lease has extended its coverage, to approximately 1,821.589 acres of land. The leasing arrangement negotiations are ongoing with the affected land-owning unit – Mataqali Sauturaga of Dakuinuku village, Tikina Sawakasa, Province of Tailevu.

This lease offer is under negotiation with iTLTB and the landowners- Mataqali Sauturaga of Dakuinuku Village, Tikina of Sawakasa.

Annual Report 2019-2020

Question 1

Page 2 Highlights

- c) It is understood that all areas served by the Namau Water Treatment Plant consist of registered water users who require water metering services. Can the Authority please brief the Committee on the progress of the above?



WAF Response

202 new water meter connections have been installed since the plants commissioning in June 2020.

Provisions for meter connections in this area are already in place, awaiting customers to apply for new connections and access clean, treated drinking water from the Namau Treatment Plant, except for Namena village and Waivola settlement where consent to laying pipes provision for meter connection within the village boundaries is not yet obtained from the land-owning unit.

Annual Report 2019-2020

Question 1

Page 2 Highlights

- d) What is the target population intended to be served by the water treatment plant?



WAF Response

The Namau Water Treatment Plant has the capacity to treat and supply 5 MLD (250 m³/hr) and this can be increased to 7.2 MLD (300 m³/hr) due to the pristine raw water extracted.

Production Rate	Target Population (Minimum)	Target Population (Maximum)
5 MLD (250 m ³ /day)	12,286	14,744
7.2 MLD (300 m ³ /day)	14,744	17,692

- 23 hours production + 1 hour backwash
- 200 litres/person/day demand
- NRW @ 30% being factored
- Peaking Factor = 1.5 – 1.8 has been considered

Annual Report 2019-2020

Question 1

Page 2 Highlights

e) Does the Authority have data on the number of villages, settlements and industrial areas that will benefit from this project?



WAF Response

- Korovou Town service area (incl. Hospital) now fed from Namau WTP with Korovou WTP as redundancy capacity
- **16 Villages** (Nailega, Nakalawaca, Matacaucau, Matala, Burerua, Sawakasa II, Sawakasa I, Namau, Dakuinuku, Lodon, Nananu, Burelevu, Lawaki, Veinuqa, Naitutu, Namena, Navunisole)
- **11 Schools** (RKS, QVS, Lawaki District, Ratu Filimoni Loco Primary School, Lodon Primary, Delainakaikai Primary School, Tailevu North College, Namalata District, Saint Vincent College & Saint Vincent Primary School)
- **6 Settlements** (Veicorocoro Settlement, Vulagi Settlement, Denanivanua Settlement, Nutobici Uluirarua, Bulu, Waivola)
- **1 Farming Settlement** (Wainivesi Farm)
- As per WAF's 20 Year Master Plan developed in 2019 the Namau scheme will benefit a total of 8060 Fijians by 2024 following the commissioning of the Namau WTP and the extension of Water Supply Services towards Veinuqa.
- The 2019 Master Plan also reported a proposed 80-acre residential development planned by Housing Authority of Fiji

Annual Report 2019-2020

Question 1

Page 2 Highlights

- f) What are the major challenges currently faced in supplying water in the Namau Water Treatment Plant?

WAF Response

These challenges can be grouped into three main categories: customer access, infrastructure gaps, and operational/systemic constraints.

1. Customer Access to Services

While trunk and distribution pipelines have been installed, many households remain unable to apply for individual meter connections due to affordability constraints and administrative hurdles. This prevents communities from fully benefitting from the available infrastructure.

2. Infrastructure Gaps and Network Expansion

Extensive pipeline extensions are still required to connect unserved villages, settlements, and farming communities identified for future coverage.

Without these extensions, inequities in service delivery and coverage will persist, particularly in rural and peri-urban areas.

3. Operational and Systemic Challenges

Vulnerability of Source: The plant's raw water source remains exposed during drought conditions, creating supply reliability risks.

Aged Infrastructure: Many sections of the system are operating well beyond their intended design life, resulting in frequent bursts, leaks, and higher maintenance costs.

Undersized Pipes and Capacity Restrictions: Sections of the network are constrained by undersized pipelines, limiting pressure management and restricting the plant's ability to move treated water efficiently to all communities.

Non-Revenue Water (NRW): High levels of physical losses (leakages and bursts) and commercial losses (illegal connections, meter inaccuracies) undermine financial sustainability and reduce the volume of water reaching customers.

Technology Limitations: Poor telecommunications coverage restricts the implementation of comprehensive automation and remote monitoring systems, leaving the operation highly dependent on manual oversight.

Annual Report 2019-2020

Question 1

Page 2 Highlights

g) What strategies are in place to address and overcome these challenges?

WAF provides locally sourced, clean and safe drinking water to countless Fijians every day at one of the cheapest rates in the Pacific!



 water authority of fiji
Clean Water & Sanitation for a Better Life

WAF Response

Strategies to Overcome Operational Challenges

- **Network Expansion** – Extending pipelines to unserved villages, settlements, schools, and farming communities.
- **Administrative Efficiency** – Streamlined water meter application processes to improve access.
- **Automation & Efficiency** – Full automation of Namau Treatment Plant for remote operation and improved efficiency.
- **NRW Reduction & Demand Management** – Focused efforts to minimize non-revenue water and meet growing demand, especially during dry seasons.
- **Guiding Frameworks** – Initiatives aligned with Water Sector Strategy 2050 and Rural Water Supply Master Plan to ensure equitable, sustainable, and resilient services.

Annual Report 2019-2020

Question 1

Page 2 Highlights

- h) Page 13- How does Namau water project complement the Sawakasa rural water project? Please explain.

WAF Response

Sawakasa Village has been considered with provisions provided on the pipeline from the Namau Water treatment plant however the customers will need to apply for the water meters.



Annual Report 2019-2020

Question 2

Page 2: Can the Authority provide the 6 master plans as highlighted on page 2 of the Annual report?



SUSTAINABLE DEVELOPMENT

Viti Levu Master Plans, Water
Authority of Fiji

PACIFIC ISLANDS

WAF Response

Water Masterplans:

- 2019 – Ba Lautoka Water Reticulation Gap Master Plan
- 2019 - Ba Tavua Water Reticulation Gap Master Plan
- 2019 – Korovou Rakiraki Water Reticulation Gap Master Plan
- 2019 – Suva Navua Water Reticulation Gap Master Plan
- 2019 – Nadi Sigatoka Water Reticulation Gap
- 2019 – Rakiraki Water Supply Master Plan

Annual Report 2019-2020

Question 3 :

Page 2 There were 24 rural projects completed, benefiting 4,250 Fijians. Can WAF provide a more detailed information about the specific communities or individuals who have benefited from these projects?



WAF Response

[Refer to Annexe 1: Rural Projects Update](#)

Annexe 1- Rural Project Update				
NO.	Completed Projects 2019-2020 FY	Region	Project Cost.	Population
1	Drekenawai settlement	Central	\$ 200,000.00	55
2	Vatukarasa village	Central	\$ 202,492.00	135
3	Nailega District School	Central	\$ 139,570.00	270
4	Nakorovou Village	Central	\$ 165,110.00	158
5	Nawaqabena Village	Central	\$ 294,680.00	240
6	Sawanikula Village	Central	\$ 180,262.00	210
7	Navunibau Settlement	Central	\$ 101,846.00	57
8	Waibogi Village	Central	\$ 27,213.00	236
9	Naqalotu Village	Eastern	\$ 120,114.00	160
10	Nasau Village	Eastern	\$ 136,433.00	200

24
Projects

4,250
Population
Benefit

\$5.21M
Project Cost

Annual Report 2019-2020

Annexe 1- Rural Project Update

11	Lavidi Village	Eastern	\$ 155,969.00	200
12	Gau Secondary School	Eastern	\$ 245,000.00	182
13	Bureta Village	Eastern	\$ 284,105.00	120
14	Nabasovi Village	Eastern	\$ 345,000.00	211
15	Nuku Village Moala	Eastern	\$ 285,000.00	69
16	Nasau Village & Health Center.	Western	\$ 347,128.00	218
17	Bukuma Village Yaswa	Western	\$ 98,600.00	89
18	Tubairata Village	Western	\$ 299,980.00	250
19	Mavua Village	Western	\$ 298,336.00	140
20	Tagaqe Village	Western	\$ 170,669.00	350
21	Fulton Primary School	Western	\$ 161,906.00	140
22	Vidawa Joint Scheme	Northern	\$ 140,370.00	311
23	Waivurevure Village	Northern	\$ 102,567.00	60
24	Vuniuto and Nasarawaqa Village	Northern	\$ 712,608.00	189

Annual Report 2019-2020

Question 4 : El Nino Changing Weather Patterns

Can WAF provide details on any measures or strategies it has implemented to mitigate the impacts of El Nino and the associated weather changes?

WAF Response

El Niño and Drought Mitigation Strategies

- **Preparedness Framework** – Comprehensive Drought Contingency and El Niño Strategy Action Plan, activated during prolonged dry periods.
- **Monitoring & Coordination** – Tracking water source yields, climate forecasting in collaboration with Fiji Meteorological Service, and regular inspection and maintenance of critical raw water infrastructure.
- **Short-Term Measures** – Temporary coffer dams, active leakage repairs, water rationing, and large-scale water carting is activated to to maintain supply.
- **Long-Term Resilience** – Investments guided by Water Sector Strategy 2050, including major water projects (Ba/Lautoka, Nadi/Lautoka, Labasa) and development of alternative sources like the Rewa River to safeguard water security. All new infrastructure projects carried out by WAF includes climate resiliency as of the design and infrastructure development.

Annual Report 2019-2020

Question 5 : Awareness

Can WAF share whether it has programs aimed at educating the public and children on preserving water for the future and if so, could you please explain these initiatives?

WAF Response

Yes, the following programs are conducted throughout the year:

- **Water committee Training** – targets water committee members in the rural communities. The training is to enable the community members to be aware of their roles and responsibilities in the care, management, maintenance and sustainability of the water system, from source to tap.
- **Debt Management Awareness**- community-based approach awareness to advocate on water conservation practices, enabling customers to understand how their water bills are generated and emphasising the significance of making timely water bill payments.
- **Water Champion programs** – focused on creating awareness from source to tap and sharing information on the different processes that the WAF undergoes to provide clean and safe drinking water to its customers in Fiji.
- **Roadshows** – joint government stakeholder engagement whereby the WAF provides information and services to the community members. WAF has also been part of the Fiji Showcase – the largest tradeshow event in Fiji and the Pacific, for the past three years.
- **WAF Customer Forums** held in the 3 regions annually – Where the CEO and Executive Management engage with customers and stakeholders.
- **Water Conservation programme**- awareness conducted in schools to raise awareness on the usage and conservation.

Annual Report 2019-2020

Question 6 :

Can WAF outline the permanent solution to water carting and share its plan for addressing this issue in the coming years?

**The Time to Save Water is
NOW!**



Every drop is precious!

To report a leak call 334 6777 or 5777
Email: contact@waf.com.fj
Website: www.waterauthority.com.fj



Clean Water and Sanitation for a Better Life.

WAF Response

Water carting is a temporary and immediate relief measure for customers in urban and rural areas, as well as for metered systems during unplanned outages, droughts, or other emergency events. While WAF's long-term objective is to reduce reliance on water carting, it cannot be entirely removed from our service portfolio. Situations such as burst mains, asset failures, or extreme weather events will continue to necessitate its use in urban centres to ensure continuity of supply.

- **Urban Areas** – WAF is pursuing permanent solutions by upgrading and renewing aged infrastructure, expanding treatment capacity through packaged water treatment plants, and developing new water sources. These investments aim to reduce disruptions and improve system resilience, thereby minimising the frequency of water carting.
- **Rural Communities** – Many rural areas face challenges such as geographic isolation, seasonal droughts, and limited infrastructure coverage. In these contexts, water carting will remain an interim solution until sustainable systems are established. WAF is working to extend piped networks where feasible, strengthen community-managed rural water schemes through training, and explore borehole development with key stakeholders. These measures are designed to provide long-term reliability while reducing dependence on carted supply.

In summary, while water carting will remain a necessary contingency tool, WAF's strategic investments in infrastructure renewal, capacity expansion, and rural system strengthening are targeted at reducing its frequency and cost, and moving towards more resilient, permanent water supply solutions for all communities.

Annual Report 2019-2020

Question 7 :

- a) What measures are being implemented to enhance logistics and improve the accuracy of customer complaint data, including the precise recording of residential addresses, phone numbers, and other pertinent information to help prevent conflicts?

WAF Response

- **Digitalization of Customer Data Systems-** WAF is progressively enhancing its Gentrack system to ensure that complaints are logged with complete and verified details such as residential addresses, phone numbers, and customer account information. This reduces errors in locating households and ensures a quicker response time.
- **Enhanced Customer Communication Channels** – Customers can now lodge complaints and communicate directly with WAF through multiple platforms including the WAF Mobile App, Viber, SMS, and the official website. This not only improves accessibility but also ensures that customer data is captured more accurately across different channels.
- **Improved Logistics and Dispatch** – By strengthening the coordination between the National Call Centre, Regional Offices, and Operations team, WAF ensures that complaints are dispatched promptly with accurate data. This reduces delays and avoids conflicts that may arise from miscommunication or repeated follow-ups.
- **Customer Charter and Standard Operating Procedures (SOPs)** – WAF regularly reviews its Customer Charter alongside its SOPs to align service delivery standards with customer expectations. This ensures that customer complaints are handled consistently, transparently, and within set timelines. Verification steps, such as confirming contact details with the customer, are now mandatory.

Annual Report 2019-2020

Question 7 :

b) How does WAF currently manage the availability and inventory of backup parts required for maintenance activities?

WAF Response

- WAF manages its inventory of backup spares and fast-moving items of approx. 9000-line items through a system of minimum stock re-order levels, contingency reserves, and critical-need assessments.
- Procurement is carried out in accordance with the WAF Procurement Policy, using mechanisms such as competitive tendering, requests for quotations, preferred supplier contracts, emergency procurement, and contingency stock arrangements.
- To ensure operational readiness, WAF also maintains contingency stockpiles of essential spares specifically for repair, rehabilitation, and service restoration during natural disasters in all regional depots.
- The warehouse/stores function at WAF operates in sync with the operations and infrastructure delivery requirements with personnel's on standby 24/7 to maintain operations and service delivery to the customers.

Annual Report 2019-2020

Question 7 :

- c) What strategies can be adopted to improve in-store stocking of essential maintenance parts in order to ensure faster response times to customer complaints?

WAF Response

- WAF has adopted to strategies aligned with its operational and procurement frameworks. This includes maintaining minimum stock re-order levels based on asset criticality and historical demand, while ensuring contingency and emergency stockpiles are available to support rapid repairs, rehabilitation, and service restoration during routine operations or natural disasters.
- Procurement of spares is conducted in accordance with WAF's Procurement Policy, using competitive tendering, requests for quotations, direct sourcing, and preferred supplier contracts, with vendors required to maintain adequate local stock to supplement WAF's inventory.

Annual Report 2019-2020

Question 8 : Page 31

- a) Could WAF provide the committee with a detailed list of payments categorised under Personal Expenses, which totalled \$47,471,239 in 2019 and \$31,079,640 in 2020?
- b) Additionally, what were the reasons for the decrease in the grant amount in 2020? Please clarify?

WAF Response

a)	8	Personnel expenses	2020	2019
			\$	\$
		Salaries and wages	25,796,329	41,005,357
		Annual leave	2,573,373	2,504,991
		Fiji National Provident Fund	1,776,933	2,168,439
		Staff welfare	932,876	1,738,452
			<u>31,079,511</u>	<u>47,417,239</u>

- b) The total reduction in grant income was mainly due to COVID-19.

Annual Report 2019-2020

Question 9 : Page 37

- a) Why did other receivables rise from 3 million to 12 million?
- b) Is there a possibility that these amounts might not be collectible?

WAF Response

- a) This consist of vat refund owed to WAF during the financial year amounting to \$12.3m
- b) The amount has been subsequently received.

Annual Report 2019-2020

Question 10 : Page 50

The grant received during 2019 was \$151,547,889, while in 2020 it decreased to \$77,960,095.

- a) Can the Authority explain the reasons behind this significant reduction in the grant for 2020?

WAF Response

- a) Most of the capital works were slowly progressing or on hold because of COVID-19 restrictions put in place. This pandemic has greatly affected the economy cash flow which has resulted in a drastic decrease in capital grant allocation for the Authority.

Fiji COVID19 Response Budget

March 27, 2020 | Freda Vuotalevu-Lovo | Business, News



Annual Report 2019-2020

Question 10 : Page 50

b) What were the specific purpose or objectives of grant provided to WAF during these years?



WAF Response

Balanced Support for Operations and Growth

- The Government provided **two types of grants** to the Water Authority of Fiji (WAF) to ensure both operational stability and long-term infrastructure development:

OPEX Grant – Operational Support

- Funded daily essentials: electricity, chemicals, maintenance, and customer service.
- Ensured uninterrupted water and wastewater services, especially during high demand or unexpected disruptions.

CAPEX Grant – Infrastructure Investment

- Focused on expanding water sources, treatment plants, reservoirs, and networks. Renewed aging infrastructure to reduce system vulnerabilities. Aimed at future-proofing services with climate resilience and reliability.

Strategic Impact

- OPEX keeps current operations stable.
- CAPEX builds future capacity.
- Together, they reduce emergency costs (e.g., water carting, reactive repairs).
- Over time, this model boosts efficiency, improves cost recovery, and lowers dependency on recurring subsidies.

Annual Report 2019-2020

Question 11 : Page 51

How does the reported \$29.1 million in water rate arrears impact WAF's operational sustainability, considering its annual revenue of approximately \$42 million and operating costs of \$97 million?

WAF Response

- The reported \$29.1 million in water rate arrears is largely comprised of historical debt accumulated over many years, with current arrears under closer management. While WAF's customer revenue is paid directly into the Government's Consolidated Fund, these arrears still present significant challenges.
- They undermine the credibility of cost recovery within the sector and highlight the gap between WAF's operating costs (approximately \$97 million) and the customer revenue base (approximately \$42 million). In effect, the arrears increase Government's fiscal burden, as higher grants must be allocated to sustain WAF's operations and capital programs.
- More importantly, the arrears weaken WAF's progress toward corporatization objectives and financial autonomy. They restrict WAF's ability to demonstrate strong revenue discipline, which is a prerequisite for building the case for tariff reform, efficiency improvements, and reduced dependency on subsidies.
- WAF is actively strengthening billing, collections, and customer engagement to address current arrears while working with Government to resolve legacy debt. Tackling these arrears is essential not only for WAF's sustainability but also for ensuring that the corporatization model delivers the accountability and efficiency that the Government and the taxpayers expect.

Annual Report 2019-2020

Question 12 : Page 52

The grants received (Opex & Capex) in 2019 was \$255,276,298 and in 2020 was \$155,846,474.

- a) How do the grant received by WAF, as mentioned on page 50, differ from each other?
- b) Who provided the grant?

WAF Response

- a) Note 18 of page 50 relates to Capital grant received by the Authority during the year whereas on page 52, it contains both the capital and operating grant.
- b) The Government provides the grant through the approved yearly budget allocation to WAF.

Annual Report 2019-2020

Question 13 : Employee benefits

Can WAF please provide the committee an explanation on the following questions relating to staffing?

- a) Do staff get paid overtime?
- b) Unused sick leave, are the staff paid for or not?
- c) Unused annual leave, what happens?
- d) Is there a policy on all the above?

WAF Response

- a) Yes, all staff paid below \$38,400 are eligible for overtime.
- b) WAF does not pay unused sick leave.
- c) Annual leaves are carried forward for staff to utilise and balances are paid off on staff when exits.
- d) Yes, WAF has HR Manual and Employee Leave Policy that address staff leaves, benefits and allowances.

Annual Report 2019-2020

Question 14 : Risk Management

a) How often does WAF review its Risk framework?

WAF Response

The WAF Risk Framework was first implemented on 16 July 2019 and has since undergone two reviews — on 29 January 2020 and 10 November 2023.

In line with international best practice, WAF conducts:

- Annual reviews of the framework to ensure it remains relevant to operational realities and regulatory requirements.
- Quarterly risk reporting to the Board Audit & Risk Committee, ensuring governance oversight and accountability.
- A comprehensive reassessment every three years, or earlier if triggered by significant changes such as natural disasters, major asset failures, or regulatory reforms.

The next scheduled comprehensive review will take place within three years of the last update, but WAF retains the flexibility to accelerate this process should material risk events arise. This approach ensures that risk management remains a living framework, fully integrated into WAF's strategic and operational planning.

Annual Report 2019-2020

Question 14 : Risk Management

- b) What are the 3 major high or medium risk currently in place
- c) What are the plans WAF has in place to mitigate medium and high risks?

WAF Response

Risk 1 (Extreme): Strategic & Operational Risk – High Non-Revenue Water (NRW)

A significant portion of water is lost due to leaks, theft, and metering inaccuracies. This results in reduced revenue and increased operational costs.

Mitigation measures:

- **Leak Detection & Metering Improvements:**
Regular leak detection activities, including the Performance-Based Contract (PBC), are implemented to identify and address leaks efficiently. Metering systems are being upgraded to improve accuracy.
- **Enforcement Measures:**
Penalties are enforced for unauthorized connections and illegal usage. Efforts are ongoing to strengthen enforcement mechanisms via submissions made to amend the WAF Act.
- **Community Engagement:**
Public awareness campaigns are conducted to educate the community on the impact of NRW. Incentives are provided for reporting unauthorized water usage.
- **Repair & Maintenance Programs:**
Proactive leak repair programs are in place to address infrastructure issues promptly and reduce water loss.

Annual Report 2019-2020

WAF Response

Risk 2 (Extreme): Strategic & Operational Risk – Asset Information Management (AIM) and Aging Infrastructure

Inconsistencies in asset hierarchies across systems, combined with aging infrastructure, including old pipes, pumps, and treatment facilities, result in frequent breakdowns, reduced operational efficiency, and service disruptions. These issues lead to costly repairs and replacements, impacting both service delivery and long-term sustainability.

Controls:

- Implement a standardized framework for asset management, such as ISO 55000, to ensure consistent asset classification and hierarchy.
- Establish clear and uniform naming conventions for all asset categories across systems.
- Conduct regular reviews of asset hierarchies to maintain accuracy and compliance with industry standards.
- Prioritize infrastructure upgrades and secure adequate funding for phased replacement programs.
- Perform routine maintenance and implement emergency repair teams to address critical failures promptly.
- Automate monitoring within the asset management system to detect anomalies and deviations from set performance standards.

WAF Response

Risk 3 (Medium): Operational Risk – Knowledge Retention Risk

- The organization faces the risk of losing critical institutional knowledge due to workforce turnover, staff migration, and inadequate knowledge transfer processes. This can lead to skill gaps, reduced operational efficiency, and underutilization of key systems such as the Asset Management platform.

Controls

- Develop comprehensive training plans for new employees, particularly focused on Asset Management (AM) functions and workflows.
- Cross train multiple team members in essential AM roles to reduce dependency on individual staff.
- Document key Asset Management system processes, configurations, and procedures in detail.
- Engage junior staff in knowledge transfer and mentorship programs to build internal capacity.
- Establish a centralized data and knowledge repository to store critical operational and technical information.
- Identify key personnel and document their core responsibilities, tasks, and decision-making processes.
- Encourage ongoing professional development through certifications, workshops, and participation in industry events.
- Implement a structured succession planning framework for critical roles to ensure continuity.

Annual Report 2019-2020

Question 15 : Gender Equality

a) Can WAF please the percentage of work that required women to be employed by Authority?

WAF Response

- WAF maintains its position as an equal employment opportunity (EEO) provider and therefore continues to encourage women to apply for positions.
- WAF has 17% of its workforce as women. WAF also has a dedicated Gender Taskforce Committee.
- The recent Apprenticeship Scheme has attracted 34% of female applicants.

Annual Report 2019-2020

Question 16: Viria Water Treatment Plant

What plans does WAF have to improve connectivity from the Viria Water Treatment Plant to ensure a reliable water supply to nearby villages such as Viria, Naqali, Muaniweni and Savu?

WAF Response

- Around 25 km of pipeline has been laid covering Viria, Naqali and other nearby villages.
- The villages have been informed to submit application form to get meter connection to access water. So far around 30 water meters have been installed at Naqali Village.
- The tender to lay the 1.7 km pipe to the Savu Village has been advertised and closed on 1st Aug 2025 and is currently under evaluation.



Annual Report 2020/2021 Clarifications

Annual Report 2020-2021

Question 1 : Personnel Expenses

- a) Can WAF provide a detailed breakdown of personnel expenses for the 2020-2021 financial year, including salary bands, allowances, overtime and contractual staff payments?
- b) Can WAF explain what internal cost-control measures have been implemented to manage the significant reduction in personnel-related expenditure observed between the two years?

WAF Response

- a)

8 Personnel expenses		
Salaries and wages	26,139,418	25,796,329
Annual leave	2,497,294	2,573,373
Fiji National Provident Fund	1,064,798	1,776,933
Staff welfare	695,330	932,876
	<u>30,396,840</u>	<u>31,079,511</u>
- b) WAF has reduced its overtime expenditure by introducing shift workforce, filling position vacant and maintaining a 10% vacancy rate and ensuring all acting is with 6 months. The reduction was also due to arrangements with staffs to take Time off in lieu for the overtime hours worked, adjustments on penalty rate for public holiday works pay and collaboration with the respective Unions to support this cause during the pandemic.

Annual Report 2020-2021

Question 2 : Grants and Government Subvention

The Annual Report indicates a decline in government grant from FJD \$151,547,889 in 2019 to FJD \$77,960,095 in 2020.

- a) Can WAF clarify the rationale for the reduction, and how this impacted capital and operational projects?

WAF Response

Most of the capital works were slowly progressing or on hold because of COVID-19 restrictions put in place. This pandemic has greatly affected the economy cash flow which has resulted in a drastic decrease in capital grant allocation for the Authority.



Annual Report 2020-2021

Question 2 : Grants and Government Subvention

- b) Can WAF provide details on the specific allocation and usage of grants received in 2020 and 2021, including a reconciliation of grant receipts with actual expenditure across projects?

WAF Response

- a) [Refer to Annexe 2: CAPEX & OPEX Budget vs Actual \(FY 19-20 & 20-21\)](#)



Annual Report 2020-2021

Question 3 : Revenue Generation

a) Can WAF describe how its revenue collection from metered customers and other services trended during 2020-2021, especially in light of Covid-19-related disruptions?

WAF Response

- Revenue collection during the 2020–2021 fiscal year was adversely affected by a government directive that suspended disconnections of unpaid accounts during the COVID-19 period, resulting in higher levels of outstanding debt.
- The economic downturn and nationwide lockdowns further hindered customer payments and service delivery.
- Despite these challenges, WAF remained committed to service continuity and refrained from disconnecting customers until March 2021. This approach contributed to a decline in the collections-to-bills ratio, which dropped to 78% for the 2020–2021 fiscal year—significantly below the historical average of 90–95%

Annual Report 2020-2021

Question 3 : Revenue Generation

b) Were there any major accounts receivable issues?

WAF Response

Yes, WAF did experienced accounts receivable challenges during this period. The pandemic led to an accumulation of unpaid bills across customer categories. In response, WAF initiated a phased disconnection program starting in October 2021:

- Phase 1: Commercial accounts.
- Phase 2: Institutional accounts.
- Phase 3: Residential accounts.

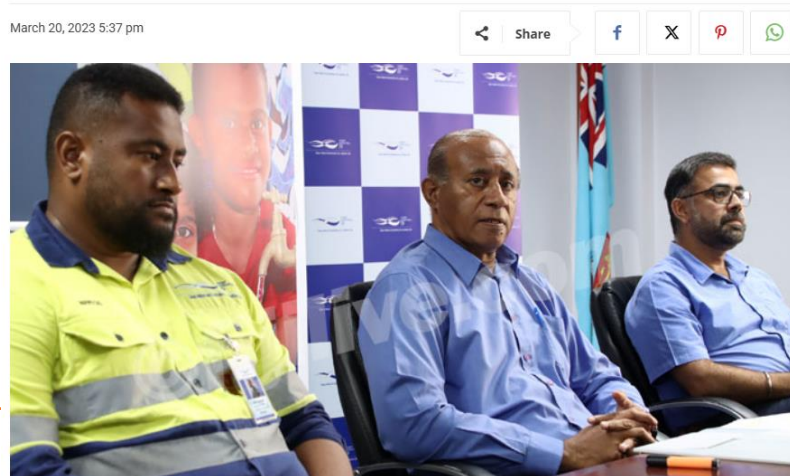
WAF emphasized customer engagement, encouraging those facing financial hardship to contact them for tailored payment arrangements.

Annual Report 2020-2021

Question 3 : Revenue Generation

c) And what mechanisms are in place for debt recovery and billing efficiency?

\$34 million owed to WAF in arrears



Source: Fijilive

WAF Response

WAF has implemented several mechanisms to improve debt recovery and billing efficiency:

- **Phased Disconnection Strategy:** As mentioned, this targeted overdue accounts in stages to manage recovery without overwhelming operations 2.
- **Customer Support Programs:** Including flexible payment plans and government-funded free water for low-income households.
- **Digital Transformation:** In 2024, WAF completed a major cloud migration with Gentrack on AWS. This upgrade:
 - Enhanced billing and collections processes.
 - Enabled automation of customer management and revenue collection.
 - Supported advanced metering infrastructure.
 - Improved operational efficiency and reduced costs.
 - Implementation of the dunning process whereby reminders for overdue accounts are automated via Gentrack (Credit Cycle).

Annual Report 2020-2021

Question 4 : Project Implementation and Delays

- a) Can WAF outline the major capital infrastructure projects for WAF that were initiated or completed in 2020-2021?
- b) Can WAF explain if any WAF projects were delayed or underperformed due to funding or logistical constraints?

WAF Response

- Waiwai & Deuba Package Plant (*initiated*)
- Vunidawa Package Plant (*initiated*)
- Savusavu Package Plant (*initiated*)
- Nabouwalu Package Plant (*initiated*)
- Lal Singh to Rewa Bridge DN 600 DICL Mains (*construction*)
- Kaba Peninsula water supply Project (*construction*)
- Tasman Tanks Reservoir Sites (Raralevu, Tacirua East, Lautoka Hospital, Nadi Hospital, Toorak) (*construction*)
- Supply and Installation of Backup Generators (*initiated*)
- Blackrock Sewer Rising Main (Nadi) (*construction*)

Annual Report 2020-2021

Question 4 : Project Implementation and Delays

b) Can WAF explain if any WAF projects were delayed or underperformed due to funding or logistical constraints?

WAF Response

Supply and Installation of Water Packaged Plants - Delay in progress due to No access to site due to land acquisition issues, delays in environment approvals, change in foreign exchange rates, increase in material prices, shipment delays, and delays in approval from utility service providers.

Annual Report 2020-2021

Question 4 : Project Implementation and Delays

- c) Please provide a project-by-project status report for infrastructure investment exceeding FJD \$1 million



Waiwai WTP

WAF Response

[Refer to Annexe 3- Capital Project Update](#)

Annexe 3: Capital Projects Update

Project Names	Revised Budget	Status
Nagado, Vunidawa & Nabouwalu Package Plant	\$ 4,142,602.21	Vunidawa & Nabouwalu Package Plants Commissioned Nagado - pending connection works
Savusavu, Levuka Package Plants	\$ 6,300,000.00	Savusavu Package Plant Commissioned and fully operational Levuka Package Plant - relocated to Navua Package Plant works in progress
Waiwai & Deuba WTP Package Plants	\$ 2,328,967.64	Waiwai & Deuba Package Plants Commissioned

Annual Report 2020-2021

Annexe 3: Capital Projects Update

Tasman Tanks Reservoir Sites (Raralevu, Tacirua East, Lautoka Hospital, Nadi Hospital, Toorak)	\$ 1,100,000.00	Project Complete and tanks fully operational
Vunidawa Package Plant	\$ 500,000.00	Vunidawa Package Plants Commissioned & fully operational
Package Plant Nabouwalu	\$ 1,900,000.00	Nabouwalu Package Plants Commissioned & fully operational
Lal Singh to Rewa Bridge DN 600 DICL Mains	\$ 3,088,000.00	Project Complete and pipeline fully operational
Kinoya Wastewater Treatment Plant (WWTP) - Ongoing	\$ 6,009,485.32	Project Complete for the Kinoya Consolidation Works Package A & B
Walu Bay sewer pipe bridge & construction	\$ 3,185,982.85	Project Complete and Commissioned
New Generator Supply Installation and Commission	\$ 5,290,000.00	Project Complete and Commissioned
Funding for Design, Build and Operate of the Viria Source	\$ 10,513,366.00	Project Complete and Commissioned
Funding for the Gravity Main Construction	\$ 5,969,774.00	Project Complete and Commissioned
Extension of EFL three Phase Power to Viria WWTP	\$ 5,675,330.00	Project Complete and Commissioned

Annual Report 2020-2021

Question 5 : Asset Management

- a) Can WAF explain how it manages its fixed assets and aging infrastructure?
- b) Can WAF confirm whether a comprehensive asset condition assessment was conducted during the reporting period?

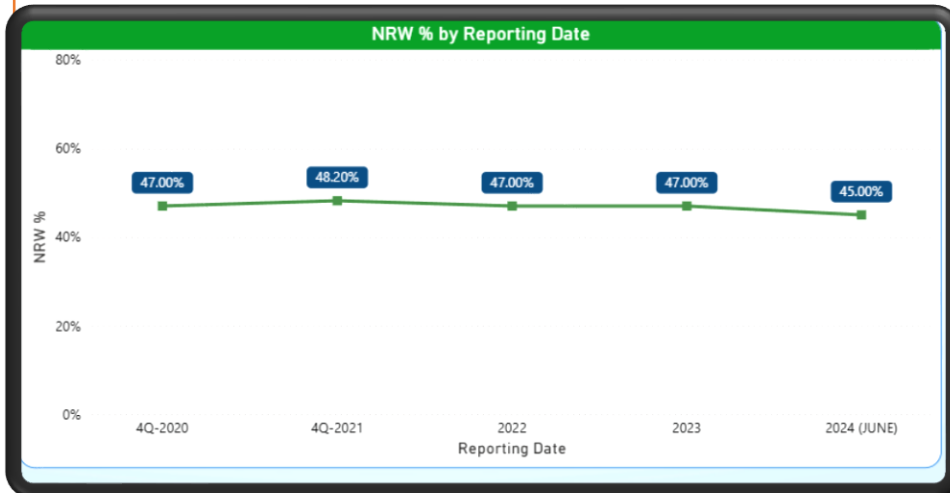
WAF Response

- a) In the 2020 – 2021 reporting period WAF operated an excel based fixed asset register from an asset valuation exercise carried out in 2006 by the Water and Sewerage Department. New Assets would be added upon completion of capital projects and capitalized accordingly. An asset valuation exercise was conducted in 2023 to provide a more updated value of WAF assets. WAF is now exploring the use of CMMS (Computerized Maintenance Management Systems) to digitize its Fix Asset Register.
- b) During the 2020 – 2021 reporting period there were no conditional assessments performed on WAF assets. However, a thorough asset conditional assessment exercise was conducted in the asset valuation exercise conducted in 2023 as mentioned in part (a) above.

Annual Report 2020-2021

Question 6 : Non-Revenue Water (NRW)

a) Can WAF provide the current rate of NRW and explain how it has changed over the past two financial years?



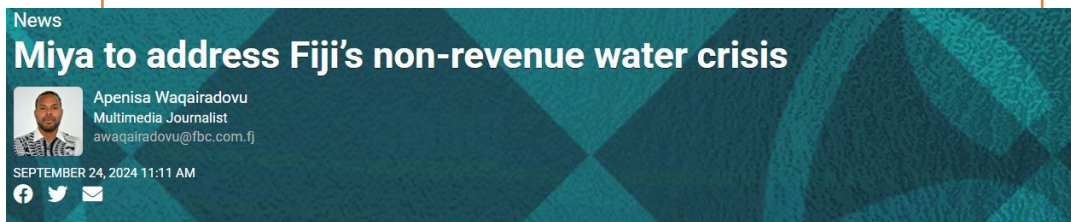
WAF Response

- WAF's most recently validated national Non-Revenue Water (NRW) percentage for year 2024 stands at 45%, reflecting a slight improvement from 47% in 2020, 2022 and 2023, and a notable reduction from the peak of 48.2% in 2021. While this downward trend indicates gradual progress, WAF recognizes that NRW levels remain a major concern and continue to pose operational, demand, and financial challenges.
- The persistence of high NRW is primarily attributed to frequent bursts in aging infrastructure, which is under increasing stress from sustained or elevated water pressures needed to meet growing demand. Historical underinvestment in asset replacement has compounded these issues, although WAF has now begun prioritizing systematic asset renewals and pipeline rehabilitation.
- Other contributing factors include the prevalence of old or ceased customer meters, illegal connections, and network leakages, all of which undermine water accountability and efficiency. Population growth has further intensified demand on already stressed systems.
- These challenges underscore the importance of accelerating WAF's NRW reduction initiatives, strengthening asset management, and implementing modern monitoring and metering technologies to improve operational efficiency and enhance service reliability.

Annual Report 2020-2021

Question 6 : Non-Revenue Water (NRW)

b) Can WAF outline the technical and policy interventions being implemented to reduce NRW losses?



An international company has been awarded the performance-based contract to look into the issue of non-revenue water in the Suva-Nausori corridor.

The Water Authority of Fiji says Miya is a world-leading efficiency-oriented company with vast experience in water loss reduction projects globally.



Source: FBC News

WAF Response

WAF's intervention to reduce NRW- WAF has set a target to reduce Non-Revenue Water (NRW) from 45% to 25% within next five years. To achieve this, the Authority is implementing technical and policy measures aligned with International Water Association (IWA) standards.

- **Metering & Monitoring-** Old and seized meters are being replaced, supported by smart meter pilots and real-time consumption monitoring to improve accuracy and accountability.
- **Asset Management-** A Computerized Maintenance Management System (CMMS) has been introduced to enable predictive maintenance, alongside structured asset renewal and pipeline rehabilitation programs.
- **Pressure Management-** Measures include rezoning of supply zones using best hydraulic practices, installing pressure-reducing valves, managing night flows, and intensifying leakage control to reduce bursts and hidden losses.
- **Flagship Initiatives-** The Performance-Based Contract (PBC) with Miya in Suva–Nausori and JICA pilot projects in Votualevu and the Northern Press DMAs are applying hydraulic modelling, leakage detection, and best practices to deliver measurable NRW reductions and build capacity.

By embedding these strategies into operations and aligning with the Water Sector Strategy 2050, WAF aims to systematically lower NRW, improve service reliability, and ensure long-term financial sustainability.

Annual Report 2020-2021

Question 7 : Procurement & Transparency

a) Can WAF provide an overview of procurement practices during the reporting period, especially for large-scale projects?

WAF Response

- Request for Tender for \$50,000 and above.
- Request for Quotation for less.
- Procurement authorities: WAF Main Board had \$500,001 and above.
- WAF Board – Sub Committee had \$500,000 and less.
- CEO had \$100,000 and less.
- CFO had \$50,000.

The tender link platform was used in this case. Bids were evaluated by the Technical Evaluation Committee and presented to Tender Board endorsement. Following the tender board approvals, this was provided to the different procurement authorities for approval.

Annual Report 2020-2021

Question 7 : Procurement & Transparency

b) Were there any irregularities noted by external auditors?

WAF Response

- An audit was conducted by KPMG covering the period 2020–2021. In response to the findings, appropriate measures were implemented to address the identified gaps.
- The Procurement Policy was revised in 2021, with a subsequent review carried out in late 2024. WAF's Internal Audit team continues to monitor and review the audit gaps on a timely basis to ensure ongoing compliance and improvement.

Annual Report 2020-2021

Question 7 : Procurement & Transparency

c) What steps are in place for WAF to ensure compliance with government procurement regulations and to promote vendor transparency?

WAF Response

- WAF has its own Procurement Policy, which is aligned with the principles of Government procurement regulations. The Authority also uses the similar processes ensuring consistency, compliance, and transparency in the procurement process.
- Vendor transparency is actively promoted through debrief sessions, upon request, where WAF provides feedback on areas of weakness in unsuccessful submissions. This fosters fairness, capacity-building, and improved competition among vendors. All WAF staff involved in procurement are required to sign Conflict of Interest declarations, reinforcing impartiality and ethical conduct in the procurement process.
- WAF's procurement processes are subject to regular internal audits, with findings reported to management and the Board Audit & Risk Committee. This ensures continuous improvement, compliance with policy, and alignment with broader Government procurement regulations.

Annual Report 2020-2021

Question 8 : Wastewater Management and Environmental Compliance

a) Can WAF explain how it is addressing wastewater treatment challenges, particularly in areas experiencing urban growth?

WAF Response

WAF is proactively tackling wastewater treatment challenges in alignment with the Fiji Water Sector Strategy 2050, which envisions reliable and sustainable water and wastewater services nationwide. To meet the increasing demands of urban growth, WAF has initiated a series of strategic actions:

- Master planning, feasibility studies, and detailed designs to identify infrastructure gaps and treatment capacity shortfalls.
- Major upgrades to the Kinoya Wastewater Treatment Plant to enhance processing capabilities.
- Development of decentralized treatment plants in Lami and Nausori to support localized wastewater management.
- Finalization of a comprehensive Western Division wastewater master plan to guide both centralized and decentralized systems in urban centers like Nadi and Lautoka.
- Ongoing desludging of oxidation pond-based plants across the Central, Western, and Northern regions to restore capacity and improve operational efficiency.
- **FJ \$5 billion** in total capital investments is required at a national level for Asset renewals & replacements (\$1.2 billion), Augmentations to improve system capacity (\$3.2 billion) and new servicing systems (\$0.6 billion)

Annual Report 2020-2021

Question 8 : Wastewater Management and Environmental Compliance

b) Can WAF confirm whether there were any environmental breaches or penalties during the reporting years, and how there were addressed?

WAF Response

Yes, WAF has encountered operational environmental breaches, primarily involving wastewater overflows into the environment and waterways. These incidents are typically caused by a range of factors, including:

- Network blockages due to improper disposal of foreign materials by customers.
- Electrical or mechanical failures at pump stations.
- Breaks in wastewater mains and damage caused by third parties.
- Aging infrastructure that is prone to failure.
- Discharge of high-strength liquid trade waste into WAF systems.

WAF has received abatement notices from local councils as part of compliance monitoring, all of which have been effectively addressed and reported. These actions reflect WAF's ongoing efforts to improve its wastewater management systems and uphold environmental standards.

Annual Report 2020-2021

Question 9 : Page 11 Overview of Performance

Can the Authority provide the challenges faced during the 2020-2021 period?



WAF Response

- **COVID-19 Pandemic Impacts** – Restrictions disrupted operations, supply chains, and project timelines.
- **Financial Constraints** – Reduced government grants and revenue shortfalls affected both OPEX and CAPEX implementation.
- **Delays in Project Implementation** – Lockdowns, procurement delays, and travel restrictions slowed infrastructure development.
- **Operational Disruptions** – Limited workforce mobility and safety protocols affected service delivery.
- **Aging Infrastructure** – Ongoing strain on existing assets increased maintenance demands.
- **Rural Water Supply Issues** – Challenges in accessing and upgrading rural systems due to resource and logistical limitations arising from lockdowns.

Annual Report 2020-2021

Question 10 : Financial Accountability

Can WAF describe how it has ensured transparency and accountability in the management of public funds during the reporting period?



WAF Response

Transparency and Accountability in Fund Management (2020–2021)

- **External Oversight** – Subject to audits by the Office of the Auditor-General, ensuring compliance with financial, procurement, and expenditure regulations.
- **Procurement Transparency** – Guided by the Procurement Policy, ensuring fairness, value for money, and full documentation for audit and review.
- **Internal Audits & Risk Management** – Strong internal audit and risk management framework embedded within corporate governance to safeguard financial integrity and operational efficiency.

Annual Report 2020-2021

Question 11 : Grant & Funding Utilisation

Can WAF please explain how grants and funding received were allocated and monitored to ensure effective use in line with strategic priorities?

WAF Response

- **Strategic Alignment** – Grants and funding were allocated to both OPEX and CAPEX programme, guided by WAF's Strategic Plan, master plans and national priorities.
- **Operational Grants (OPEX)** – Used to sustain daily operations, maintain service delivery, and support staff and customer service functions.
- **Capital Grants (CAPEX)** – Invested in infrastructure upgrades, new water supply projects, and expansion of wastewater services as planned in PSIP and WAF Strategic Plan.
- **Monitoring & Oversight** – Funding utilization was closely tracked through internal controls, financial reporting, and audits by both WAF's Internal Audit Unit and the Office of the Auditor-General.
- **Performance Reporting** – Regular progress reports ensured funds were effectively used and outcomes aligned with service delivery and long-term sector goals.

Annual Report 2020-2021

Question 12 : Page 11 Impact of Covid-19

a) Can WAF explain the impact of the Covid-19 pandemic on WAF's operations, financial performance, and service delivery during 2020 and 2021?

WAF Response

- **Operational Adjustments** – Implemented strict health and safety protocols (rotational rosters, work bubbles, PPE, social distancing, and remote work for non-critical staff).
- **Continuity Measures** – Grouped critical staff to maintain uninterrupted operations and pre-positioned essential supplies (fuel, spares, chemicals) across depots.
- **Service Delivery** – Despite challenges, WAF prioritized continuity of water and wastewater services nationwide, ensuring communities had reliable access during the pandemic.

Annual Report 2020-2021

Question 12 : Page 11 Impact of Covid-19

b) Can WAF outline the mitigation strategies that were adopted in response?

WAF Response

COVID-19 Mitigation Strategies and Response (2020–2021)

- **Operational Adjustments** – Approved Work from Home Policy with performance monitoring templates; rotational shifts for critical staff; clearance coordination with Ministry of Health and Fiji Police for essential operational activities.
- **Financial Measures** – Managed increased costs for staff health and safety, OHS resources, and special leave.
- **Service Continuity** – Maintained water and wastewater services through emergency repairs, water carting, and non-revenue water reduction programs.
- **Governance & Coordination** – COVID-19 Taskforce ensured approvals and oversight, demonstrating resilience, effective governance, and uninterrupted service delivery despite pandemic constraints.

Annual Report 2020-2021

Question 13 : Regulatory Compliance

Can WAF explain how it ensures compliance with national laws, regulations and environmental standards?

WAF Response

Compliance with Laws, Regulations, and Environmental Standards as per WAF Act 2007

- **Legislative Adherence** – Operations are governed by WAF Act 2007, Fiji National Drinking Water Standards, Environment Management Act 2005, Health and Safety at Work Act 1996, and other relevant legislation.
- **Operational Controls** – Standard operating procedures, environmental management plans, internal audits, inspections, and mandatory reporting ensure compliance.
- **Corrective Measures & Training** – Breaches are promptly addressed with defined actions, and staff receive regular training to maintain regulatory and environmental standards.
- **Culture of Accountability** – Continuous monitoring and governance foster transparency, compliance, and accountability across the organization.

Annual Report 2020-2021

Question 14 : Human Resource Management

Can WAF describe the initiatives WAF has undertaken to improve staff performance, retention and capacity building?

WAF Response

Staff Performance, Retention, and Capacity Building

- **Retention & Performance** – Approved staff retention policy in place; Job Evaluation Exercise (JEE) implemented from 1 August 2025.
- **Training & Development** – Focused on critical areas, supported by apprenticeship and graduate trainee programs to address skill shortages.
- **Regional Capacity Building** – Pacific Water Academy (ADB-supported) provides trade-level certification for water and wastewater skills across Pacific islands, including Fiji.



Annual Report 2021/2022 Clarifications

Annual Report 2021-2022

Infrastructure and Operational Performance

Question 1 : NRW

- a) Can you provide the percentage of NRW for 2021-2021 financial year?
- b) And explain how it compares to the previous years?

WAF Response

- WAF's NRW was 47%, slightly lower than the 48.2% peak in 2020–2021, marking the start of a gradual downward trend.
- Compared to 2019–2020, levels remained slightly high and consistent.
- With targeted NRW reduction interventions, NRW levels have gradually dropped to 45% by 2024, showing progress.



Annual Report 2021-2022

Infrastructure and Operational Performance

Question 1 : NRW

- c) Can WAF provide details on the strategies implemented to reduce NRW?
- d) And what measurable outcomes have been achieved?

WAF Response

c) NRW Reduction (2021–2024) and Key Interventions-
WAF has reduced Non-Revenue Water (NRW) from 48.2% in 2021 to 45% in 2024, mainly due to targeted interventions. Improvements were driven by metering initiatives, including the replacement of old and ceased meters, pressure management activities, intensive leakage repairs, and service pipe upgrades and replacements.

d) In addition, the implementation of structured NRW reduction programs and a focus on asset replacements and renewals have contributed to more efficient network operations and measurable water loss reductions.

Annual Report 2021-2022

Financial Management & Sustainability

Question 2 : Revenue & Expenditure

- a) What were the total revenue and expenditure figures for the 2021-2022 financial year, and how do they compare to the budgeted amount?

WAF Response

	2022	2021
Total Revenue	\$ 106,749,076	\$ 111,696,778
Total Expenditures	\$ 132,060,777	\$ 142,926,451
Loss	-\$ 25,311,701	-\$ 31,229,673

- a) The total revenue noted above consist of opex grant(\$78.8m) received during the year, while capex grant received (\$99m) is accounted separately as deferred income in accordance with IFRS 15 accounting standard. This is shown on page 44, note 18 of the Annual report. The total budget which is the total grant allocation for the Authority is \$177.8m (VEP).

Annual Report 2021-2022

Financial Management & Sustainability

Question 2 : Revenue & Expenditure

- b) Can you elaborate on the primary sources of revenue and any significant changes in expenditure patterns during the reporting period?

WAF Response

The primary source of revenue is the grant received from Government and water & wastewater billing charges. However, these bill collections are not recognized as revenue for WAF but for the Government since all funds are deposited back into the Government consolidated account. No significant change in expenditure patterns noted during the reporting period.

Annual Report 2021-2022

Governance and Compliance

Question 3 : Audit and Compliance

a) Can WAF share if there were an Audit findings or recommendations during the 2021-2022 period, and how WAF has addressed them?

WAF Response

- **Plant Hire Audit:** Policy not finalized → Formal Plant Hire Policy and SOPs developed and implemented.
- **Inventory Audit:** Weak security and documentation controls → Measures partially implemented, including stricter verification, CCTV checks, and staff training.
- **Capital Project Audit (Levuka):** Land acquisition delays → Emphasis on completing land processes before project commencement.
- **Governance and Reform Initiatives:** Procurement & Financial Oversight: Strengthened procedures aligned with best practices to ensure value for money and transparency.
- **Digital Transformation:** Rollout of platforms to improve billing transparency, service tracking, and customer engagement.
- **Internal Audit & Compliance:** Enhanced frameworks for regular compliance reviews and risk assessments. Stakeholder Engagement: Increased public reporting, consultations, and communication on projects and performance.
- **Capacity Building & Ethics:** Staff training on ethical conduct, financial management, and regulatory compliance to foster accountability.

Annual Report 2021-2022

Governance and Compliance

Question 3 : Audit and Compliance

b) Can WAF provide an update on the implementation of governance reforms aimed at enhancing transparency and accountability?

WAF Response

- **Procurement & Financial Oversight** – Strengthened procedures aligned with national and international best practices to ensure value for money and transparency in all major procurement decisions.
- **Digital Transformation** – Rollout of digital platforms to improve customer engagement, billing transparency, and internal operational monitoring.
- **Internal Audit & Compliance** – Enhanced audit and compliance frameworks support proactive identification of risks and corrective actions.
- **Stakeholder Engagement** – Increased communication with the public through consultations, outreach, and publication of key performance indicators for capital works and service improvements.
- **Capacity Building & Ethics** – Continuous staff training on ethical conduct, financial management, and regulatory compliance to embed a culture of accountability.

Annual Report 2021-2022

Question 4 :

- a) Can WAF outline key priorities and planned investments for the next 3-5 years?



WAF Response

- a) **Key Priorities and Planned Investments (Next 3–5 Years)**
- **Strategic Planning & Infrastructure Upgrades** – Guided by Water Sector Strategy 2050 and Rural Water Supply Master Plan to ensure equitable, sustainable, and resilient water services.
 - **Urban Initiatives** – Expansion and optimization of water and wastewater networks, metering programs, network rehabilitation, and development of hydraulic and predictive models.
 - **Service Efficiency & NRW Management** – Focus on improving supply management, pressure zones, and reducing non-revenue water to meet growing urban demand.

Annual Report 2021-2022

Question 4 :

b) How does the Authority plan to address emerging challenges such as urbanisation, population growth and increased water demand?

WAF Response

- b) **Addressing Emerging Challenges: Urbanization, Population Growth, and Increased Demand**
- **Infrastructure Expansion** – Investment in new treatment plants, pipeline extensions, storage reservoirs, and backup systems to ensure supply continuity during peak demand.
 - **Rural & Peri-Urban Solutions** – Community-based initiatives such as rainwater harvesting, ecological purification, and decentralized water schemes.
 - **Data-Driven Asset Management** – Use of predictive maintenance, asset management, and emergency response systems to enhance reliability, resilience, and sustainability.
 - **Resource Support** – Continued financial and technical backing is essential for long-term infrastructure and system upgrades.

Annual Report 2021-2022

Question 5 :

How has WAF aligned its strategic objectives with national development plans and environmental policies for 2021-2022?



WAF Response

The guidance of the National Development Plan forms the basis of all major strategies to address the accessibility of water and wastewater services.



Annual Report 2021-2022

Question 6 :

Can WAF provide an update on any governance reforms or changes in organisational structure during the reporting period?

WAF Response

In 2022 WAF has undertaken a review of its organizational structure approved by the Board and implemented fully by December 2022. The structural review was undertaken by KPMG benchmarking against similar sized organisations in the Pacific.

Annual Report 2021-2022

Question 7 :

How does WAF ensure transparency and accountability in its operations and financial management?

WAF Response

Transparency and Accountability in Operations and Financial Management

- **Financial Oversight** – Annual reports with audited financial statements; collaboration with the Auditor-General and Ministry of Finance; regular internal audits to ensure financial integrity and operational efficiency.
- **Operational Compliance** – Adherence to WAF Act 2007, Fiji National Drinking Water Standards, Environment Management Act 2005, Health and Safety at Work Act 1996, and other relevant legislation; supported by SOPs, environmental management plans, inspections, and mandatory reporting.
- **Procurement & Risk Management** – Purchases conducted under WAF Procurement Policy with proper planning, approval, and documentation; internal audits and a three-layer verification system for critical assets to prevent irregularities.
- **Staff Training & Awareness** – Ongoing programs to ensure understanding of regulatory obligations, ethical standards, and environmental compliance, fostering a culture of accountability and transparency.

Annual Report 2021-2022

Question 8 :

What measure are in place to prevent corruption and ensure ethical standards within the Authority?



WAF Response

Measures to Prevent Corruption and Ensure Ethical Standards

- **Code of Conduct & Gifts Policy** – Sets clear ethical standards, conflict-of-interest guidelines, and rules on gifts; all staff must adhere.
- **Whistleblower Protection** – Confidential reporting mechanisms for unethical or corrupt practices without fear of retaliation.
- **Internal Audit & Compliance** – Regular audits to detect irregularities, ensure policy compliance, and recommend corrective actions.
- **Procurement Transparency** – Competitive bidding, clear evaluation criteria, and segregation of duties to ensure fairness.
- **Training & Awareness** – Staff programs on ethics, anti-corruption, and good governance.
- **Leadership Commitment** – Senior management promotes ethical behaviour and embeds compliance in organizational culture.
- **Disciplinary Framework** – Clear procedures for addressing breaches of conduct.
- **External Oversight** – Oversight by the Auditor-General, compliance with national anti-corruption laws, and referral of fraud cases to relevant authorities.

Annual Report 2021-2022

Question 9 :

What major infrastructure projects were completed or initiated during 2021-2022, and how do they address service gaps?



WAF Response

- Nagado Package Plant (*initiated*)
- Vunidawa Package Plant (*initiated*)
- Nabouwalu Package Plant (*initiated*)
- Savusavu Package Plants (*initiated*)
- Waiwai & Deuba WTP Package Plants (*completed*)
- Vunidawa Package Plant (*construction*)
- Lal Singh to Rewa Bridge DN 600 DICL Mains (*completed*)
- Installation of Steel tanks for Tacirua East, Phluggers and Tavakubu (*construction*)

Annual Report 2021-2022

Question 10 :

How is the Authority managing the aging infrastructure and ensuring an uninterrupted water supply across urban and rural areas?

WAF Response

Managing Aging Infrastructure and Ensuring Uninterrupted Supply;

- ***Maintenance Approach*** – WAF applies a combination of reactive maintenance to address immediate faults, preventive maintenance to extend asset life, and strategic renewal programs guided by data-driven tools such as the Computerised Maintenance Management System (CMMS) and hydraulic network modelling.
- ***Technical & Strategic Initiatives*** – Key initiatives include District Metered Area (DMA) pilot projects supported by JICA, hydraulic modelling, rehabilitation of rural infrastructure, ecological purification, rainwater harvesting, expansion of storage reservoirs, and installation of standby generators to improve resilience.
- ***Resilience & Continuity*** – These measures reduce reliance on water carting, improve network reliability, and ensure more consistent supply across both urban and rural service areas.
- ***Financial & CAPEX Investment*** – Sustained **annual CAPEX investment** is dedicated to asset renewal, upgrades, and replacement of aging infrastructure. This funding underpins ongoing maintenance, enhances operational efficiency, and strengthens WAF's ability to maintain long-term service quality and uninterrupted supply.

Annual Report 2021-2022

Question 11 :

What technological innovations have been adopted to improve operational efficiency and water delivery?



WAF Response

- Progressively treatment plants are being upgraded, automated and remotely connected including package plants to reduce the demand for additional staff and achieve the operational efficiency.
- All WAF servers are now on Oracle Cloud infrastructure accessible to staff from anywhere. Almost 700 staff members have access to either Laptops or Desktops as at 1 August 2025.
- WAF has moved into the data driven Asset Management with the implementation of CMMS
- Expansion of SCADA system and automation of water and wastewater systems.
- WAF is investing into Smart metering to enhance the billings and revenue collection.
- Investments into new tools and equipment's are done to enhance the WAF's ability in data capturing, planning, designing and delivery of projects.

VINAKA



Annexe 1- Rural Project Update

NO.	Completed Projects 2019-2020 FY	Region	Project Cost.	Population
1	Drekenawai settlement	Central	\$ 200,000.00	55
2	Vatukarasa village	Central	\$ 202,492.00	135
3	Nailega District School	Central	\$ 139,570.00	270
4	Nakorovou Village	Central	\$ 165,110.00	158
5	Nawaqabena Village	Central	\$ 294,680.00	240
6	Sawanikula Village	Central	\$ 180,262.00	210
7	Navunibau Settlement	Central	\$ 101,846.00	57
8	Waibogi Village	Central	\$ 27,213.00	236
9	Naqalotu Village	Eastern	\$ 120,114.00	160
10	Nasau Village	Eastern	\$ 136,433.00	200
11	Lavidi Village	Eastern	\$ 155,969.00	200
12	Gau Secondary School	Eastern	\$ 245,000.00	182
13	Bureta Village	Eastern	\$ 284,105.00	120
14	Nabasovi Village	Eastern	\$ 345,000.00	211
15	Nuku Village Moala	Eastern	\$ 285,000.00	69
16	Nasau Village & Health Center.	Western	\$ 347,128.00	218
17	Bukuma Village Yaswa	Western	\$ 98,600.00	89
18	Tubairata Village	Western	\$ 299,980.00	250
19	Mavua Village	Western	\$ 298,336.00	140
20	Tagaqe Village	Western	\$ 170,669.00	350
21	Fulton Primary School	Western	\$ 161,906.00	140
22	Vidawa Joint Scheme	Northern	\$ 140,370.00	311
23	Waivurevure Village	Northern	\$ 102,567.00	60
24	Vuniuto and Nasarawaqa Village	Northern	\$ 712,608.00	189

CAPEX - Financial Year 2020

Capex Approved Budget Allocation - Financial Year 2019/2020

No	Scheme	Revised Budget	% Utilisation (Actual/Revised Budget)
1	Water Sources/Water Treatment Plant	\$ 16,732,174.26	147%
2	Water Distribution System	\$ 11,504,252.56	106%
3	Integrated Meter Management	\$ 1,782,253.35	95%
4	Non Revenue Water	\$ 1,543,641.64	90%
5	Water Catchment Management Programme	\$ 165,066.98	85%
6	Wastewater Treatment Plant	\$ 6,229,540.63	98%
7	Improvement & Upgrade of Wastewater distribution system	\$ 2,567,041.81	118%
8	Rural Water Supply Scheme	\$ 5,473,295.54	86%
9	Relocation of Existing Water & Wastewater Pipeline-FRA	\$ 700,000.00	37%
10	Emergency Response Contingency	\$ 3,550,000.00	68%
11	Electrical Upgrading Works	\$ 1,895,379.97	135%
12	ICT Infrastructure Upgrades	\$ 560,000.00	69%
13	Rainwater Harvesting Systems – Government to Reimburse 70% for Residential Households	\$ 328,716.30	87%
14	Rural Water Carting to Non Metered Areas	\$ 4,680,000.00	86%
15	Office ,OHS Tools and Equipment	\$ 385,715.61	86%
16	WAF Facilities Upgrade	\$ 270,195.99	71%
17	Urban Water Supply and Wastewater Management Project - GOF	\$ 19,591,826.37	30%
18	Urban Water Supply and Wastewater Management Project - EIB	\$ 5,453,499.00	79%
19	Urban Water Supply and Wastewater Management Project - GCF	\$ 6,600,000.00	0%
20	Urban Water Supply and Wastewater Management Project - ADB	\$ 10,500,000.00	0%
	TOTAL	\$ 83,412,600.00	89%

OPEX - Financial Year 2020

Opex Approved Budget Allocation - Financial Year 2019/2020		
Expenses	Revised Grant	(Actual/Revised Budget)
Salaries	27,759,669	90%
Staff Related costs	1,009,262	81%
Telecommunications	1,150,983	94%
Computer Expenses	2,582,766	53%
General Administration Expenses	6,427,132	87%
Electricity	21,712,093	98%
Chemicals	2,630,748	84%
Fuel and Oil	1,645,621	97%
Repair and Maintenance and Waste Water Treatment	6,771,033	129%
Plant Hire	4,724,538	106%
Vehicle Fleet	600,000	96%
OHS Expenses	850,000	55%
Consultancy	50,000	0%
VAT on Grant	4,592,847	95%
Total Grant (VIP)	\$ 82,506,692	95%

CAPEX - Financial Year 2021

2020/2021 WATER AUTHORITY OF FIJI - CAPEX APPROVED BUDGET		
Programme	Approved RIE/ Revised Budget	% Utilisation (Actual/Revised Budget)
Water Sources and Water Treatment Plants	17,689,177	101%
Water Distribution System Project	4,177,000	89%
Integrated Meter Management (Meter Replacement)	1,480,000	105%
Non Revenue Water Reduction Project	2,634,000	91%
Water Catchment Management Programme	676,728	97%
Wastewater Treatment Plant	6,259,485	97%
Improvement and Upgrade of Wastewater Distribution System	3,980,983	45%
Rural Water Supply Programme	6,352,122	68%
Relocation of Existing Water and Wastewater Pipeline - FRA Road Works	700,000	90%
Emergency Response Contingency	1,700,000	144%
Electrical Upgrading Project	7,063,683	93%
ICT Infrastructure Upgrades	942,000	84%
Rainwater Harvesting Systems – Government to Reimburse 70% for Residential Households	199,998	94%
Purchase of Office Equipment	150,000	161%
WAF Facilities Upgrade	500,000	93%
Rural Water Carting to Non Metered Areas	2,519,786	122%
Land Acquisition	964,597	65%
Local Funding - Feasibility Study and Preliminary Engineering Design for Savusavu Water Supply and Sewerage System Project	150,000	0%
EIB Direct Payments - Urban Water Supply and Wastewater Management Project	6,899,919	98%
Local Funding - Urban Water Supply and Wastewater Management Project	24,144,458	95%
Total Government Funded Projects	89,183,935	93%

OPEX - Financial Year 2021

Opex Approved Budget Allocation - Financial Year 2020/2021		
Expenses	Revised Grant	% Utilisation (Actual/Revised Budget)
Salaries	23,546,479	101%
Staff Related costs	313,450	163%
Telecommunications	800,000	161%
Computer Expenses	2,500,000	60%
General Administration Expenses	4,975,162	97%
Electricity	21,600,000	97%
Chemicals	2,213,200	105%
Fuel and Oil	900,000	174%
Repair and Maintenance and Waste Water Treatment	7,000,000	104%
Plant Hire	5,500,000	107%
Vehicle Fleet	500,000	108%
OHS Expenses	600,000	89%
Consultancy	35,000	0%
VAT on Grant	4,224,312	101%
Total Grant (VIP)	\$ 74,707,602	101%

Note: Savings from prior year was used to cater for this years over expenditure.

Annexe 3: Capital Projects Update

Project Names	Revised Budget	Status
Nagado, Vunidawa & Nabouwalu Package Plant	\$ 4,142,602.21	Vunidawa & Nabouwalu Package Plants Commissioned Nagado - pending connection works
Savusavu, Levuka Package Plants	\$ 6,300,000.00	Savusavu Package Plant Commissioned and fully operational Levuka Package Plant - relocated to Navua Package Plant works in progress
Waiwai & Deuba WTP Package Plants	\$ 2,328,967.64	Waiwai & Deuba Package Plants Commissioned
Tasman Tanks Reservoir Sites (Raralevu, Tacirua East, Lautoka Hospital, Nadi Hospital, Toorak)	\$ 1,100,000.00	Project Complete and tanks fully operational
Vunidawa Package Plant	\$ 500,000.00	Vunidawa Package Plants Commissioned & fully operational
Package Plant Nabouwalu	\$ 1,900,000.00	Nabouwalu Package Plants Commissioned & fully operational
Lal Singh to Rewa Bridge DN 600 DICL Mains	\$ 3,088,000.00	Project Complete and pipeline fully operational
Kinoya Wastewater Treatment Plant (WWTP) - Ongoing	\$ 6,009,485.32	Project Complete for the Kinoya Consolidation Works Package A & B
Walu Bay sewer pipe bridge & construction	\$ 3,185,982.85	Project Complete and Commissioned
New Generator Supply Installation and Commission	\$ 5,290,000.00	Project Complete and Commissioned
Funding for Design, Build and Operate of the Viria Source	\$ 10,513,366.00	Project Complete and Commissioned
Funding for the Gravity Main Construction	\$ 5,969,774.00	Project Complete and Commissioned
Extension of EFL three Phase Power to Viria WWTP	\$ 5,675,330.00	Project Complete and Commissioned

Appendix 2

Verbatim Report on Water
Authority of Fiji

[VERBATIM REPORT]

STANDING COMMITTEE ON **NATURAL RESOURCES**

WATER AUTHORITY OF FIJI ANNUAL REPORTS 2019-2020, 2020-2021, 2021-2022

SUBMITTEE: **WATER AUTHORITY OF FIJI**

VENUE: **Big Committee Room, Parliament**

DATE: **Tuesday, 9th September, 2025**

**VERBATIM REPORT OF THE MEETING OF THE STANDING COMMITTEE ON
NATURAL RESOURCES HELD IN THE BIG COMMITTEE ROOM (EAST WING),
PARLIAMENT PRECINCTS, GOVERNMENT BUILDINGS ON TUESDAY, 9TH
SEPTEMBER AT 10.49 A.M.**

Interviewee/Submittee: Water Authority of Fiji (WAF)

In Attendance:

- | | | |
|-----------------------|---|--|
| 1) Mr. Seru Soderberg | - | Chief Executive Officer |
| 2) Mr. Jone Vunidaiga | - | Acting Chief Infrastructure Delivery Officer |
| 3) Mr. Kavneel Prasad | - | Chief Finance Officer |
-

MR. CHAIRMAN.- Good morning, ladies and gentlemen, and a warm welcome to all viewers joining us today. It is my privilege to chair this 8th submission meeting of the Standing Committee on Natural Resources, which is being broadcast live on Parliament's channel via the *Walesi* platform, and live-streamed on Parliament's Facebook page.

At the outset, for your information, and pursuant to Standing Order 111, all Committee meetings are open to the public. Therefore, this submission meeting is open to both the public and the media, as I have mentioned.

However, should there be any sensitive information that cannot be disclosed publicly, it may be provided to the Committee either in private or in writing. This applies only in specific circumstances, including:

- Matters relating to national security,
- Third-party confidential information,
- Personnel or human resources matters, and

Committee deliberations on issues prior to finalising recommendations and reports.

I wish to remind all honourable Members, as well as our submittees, that comments and questions are to be directed through the Chair. Please also note that only invited submittees may address the Committee. This is a Parliamentary meeting, and all information shared is covered under the Parliamentary Powers and Privileges Act, as well as the Standing Orders. The Committee does not condone libel, slander, or allegations against individuals who are not present to respond.

As for meeting protocols, while proceedings are underway, movement within the room will be restricted. Mobile phones should remain on silent, and calls may only be taken outside.

(Introduction of honourable Committee Members)

With us this morning, we have representatives from the Water Authority of Fiji, who have been invited to provide submissions on the Authority's Annual Reports for the periods 2019–2020, 2020–2021, and 2021–2022. I now invite our guests to introduce themselves

before proceeding with their submission. Please note that honourable Members may interject with questions during the presentation or wait until it concludes.

(Introduction of Water Authority of Fiji representatives)

MR. S. SODERBERG.- Mr. Chairman, with respect to the questions posed by the Committee, I would first like to thank you for allowing us to provide this response submission.

Question 1(a): *Can the Authority provide a list of villages and nearby areas that have been serviced by the treatment plant, and when these areas will be serviced?*

The Namau Water Treatment Plant currently serves 16 villages, 11 schools, six settlements, and one farming settlement. The details are as follows:

Villages served:

- Nailega Village,
- Nakalawaca Village,
- Matacaucau Village,
- Matacula Village,
- Burerua Village,
- Sawakasa 1 and Sawakasa 2,
- Namau Village,
- Dakuinuku Village,
- Lodonu Village,
- Nananu Village,
- Lawaki Village,
- Veinuqa Village,
- Naitutu Village,
- Namena Village, and
- Navunisolé Village
- Schools served:
- Ratu Kadavulevu School,
- Queen Victoria School,
- Lawaki District School,
- Ratu Filimoni Loco Primary School,
- Lodonu Primary School,
- Delainakaikai Primary School,

- Tailevu North College,
- Namalata District School,
- Saint Vincent College, and
- Saint Vincent Primary School.

Settlements served:

- Veicorocoro Settlement,
- Vulagi Settlement,
- Denanivanua Settlement,
- Nutobici Uluirarua Settlement,
- Bulu Settlement, and
- Waivola Settlement.

Farming settlement served:

- Wanivesi Farm.

Question 1(b): *Can the Authority brief the Committee on the calculation of the lease paid to Land Owning Units (LOUs)?*

The Water Authority of Fiji currently leases from three land-owning units:

- Saunivaikau/Uluigau – Lease under the Director of Lands, classified as a special catchment lease, for 99 years commencing 1 July, 2009. The lease covers 497 hectares belonging to *Mataqali* Sauniveikau and *Mataqali* Uluigau. Annual ground rental is \$20,000.
- Namau Water Catchment Extension – Lease under the Water Authority of Fiji, also a special catchment lease, for 99 years commencing 1 July, 2014. The lease covers 116.5 hectares under *Mataqali* Colata, with an annual ground rental of \$7,000.
- Namau Treatment Plant and Reservoir – Lease under the Director of Lands, classified as a special reservoir and pipeline treatment plant lease, for 99 years commencing 1 January 2003. The lease covers 1.4 hectares belonging to *Mataqali* Navuakula and *Mataqali* Colata, with an annual ground rental of \$5,000.

For the Committee's noting, the Water Authority has also extended its catchment lease to cover approximately 1,821 hectares. Negotiations are ongoing with the land-owning unit, *Sauturaga* of Dakuinuku Village, and we are working with TLTB to finalise the premium payments for this extension.

Question 1(c): *Can the Authority brief the Committee on the progress of water metering for registered users served by the Namau Water Treatment Plant?*

Since the commissioning of the Namau Water Treatment Plant in 2020, we have installed 202 new meter connections. This is in addition to the existing water connections already in place under the Korovou system bringing our total connections to 1,010, which translates to approximately 5,000 people now benefitting from the Namau Treatment Plant.

Question 1(b), *Target Population*.

The Namau Water Treatment Plant is designed to treat 5 million litres of water per day. However, depending on operating conditions, when the source water is clean, we can maximise treatment up to 7 million litres per day. The target population for the plant is approximately 14,744 people who will eventually benefit from this investment.

Question 1(e): *Does the Authority have data on the number of villages, settlements, and industrial areas that will benefit from this project?*

As highlighted earlier, 16 villages, 11 schools, six settlements, and one farming settlement are currently benefitting from this development. The 2019/2020 WAF Master Plan identified that by 2024, a total of 8,060 Fijians would benefit from the Namau System. To date, 5,030 people are already benefitting, with additional works underway to extend services to the greater Korovou area.

The 2019 Master Plan also proposed an 80-acre residential development by the Housing Authority. However, this is yet to materialise. As of now, we have not received submissions for industrial or commercial developments in Korovou.

Question 1(f): *What are the major challenges currently faced in supplying water in the Namau area?*

We can categorise these into three areas:

- Customer Access,
- Infrastructure Gaps and Network Expansion, and
- Operational and Systematic Challenges.

On customer access — While the Government has invested in trunk and distribution mains, many communities struggle with the cost of individual connections, which is about \$345 each. This remains a challenge. However, through support from Government initiatives, including assistance from the Prime Minister's Office, connections for some villages in Tailevu North have been financed. These include Burerua and Nakalawaca, with work currently underway in Veinuqa. More villages are expected to follow with this support.

Infrastructure gaps and network expansion — We still need to extend services to additional areas in greater Korovou.

Operational and system challenges — The plant's raw water source is vulnerable to drought. In Korovou, we also have ageing infrastructure, including undersized pipes and capacity restrictions, as well as technological limitations. One of our key efforts now is to fully automate the new Namau Water Treatment Plant. The plant itself has been automated, and we are currently working with telecommunications partners to strengthen the signal so that it can be operated remotely. The next step is to integrate this system into our national control centre in Wailoku.

Question 1(g): *What strategies are in place to address and overcome these challenges?*

Our current strategies include:

- Expansion of the existing network,
- Improvements in administrative efficiency, and
- Streamlining of water meter application processes to improve access to the community.

We are actively engaging with villages. Our outreach teams take application forms directly to the communities and assist residents in filling them out correctly. We have found that many applications are either incomplete or incorrectly filled out, so this hands-on support helps streamline the process.

Automation and efficiency — The Namau Water Treatment Plant is now fully automated. We are also addressing the issue of non-revenue water. Korovou is one of our systems with a high level of non-revenue water, currently at around 51 percent. We are working to bring this down to more manageable levels.

Most of the initiatives being undertaken by the Water Authority of Fiji align with the Water Sector Strategy 2050, which was approved by the Government in April 2024. This strategy, guided by the National Development Plan, ensures that we are investing in the right areas to guarantee access to clean water and sanitation for all Fijians.

Question 1(h): *How does the Namau project complement the Sawakasa Rural Water Project?*

The Sawakasa Village has been considered, with provision made for a pipeline from the Namau Water Treatment Plant. However, the community will need to apply for water meters, in line with standard requirements, to reduce the risk of cross-contamination. Once rural communities connect to Water Authority infrastructure, their rural supply networks must remain separate from WAF's reticulated system. This separation avoids the risk of contamination that can exist within rural supply sources.

Question 2: *Can the Authority provide the six master plans highlighted on page two of the Annual Report?*

- In 2019, we undertook six master planning exercises:
- Ba–Lautoka Water Reticulation Gap Master Plan,
- Ba–Tavua Water Reticulation Gap Master Plan,
- Korovou–Rakiraki Reticulation Gap Master Plan,
- Suva–Navua Water Reticulation Gap Master Plan,
- Nadi–Sigatoka Water Reticulation Gap Master Plan, and
- Rakiraki Water Supply Master Plan.

Of these, only the Rakiraki Water Supply Master Plan is system-specific. The other five address the gaps between major urban centres. Essentially, these plans identified additional

water sources and strategies for extending services in the areas between towns. These findings have been incorporated into our programme under the Water Sector Strategy 2050.

Question 3: There are 24 rural projects completed, benefitting 4,250 Fijians. Can WAF provide more details on the specific communities?

Yes, Mr. Chairman. A total of eight communities from the Central Division, seven from the Eastern Division, six from the Western Division, and three from the Northern Division have benefited from Government-financed water supply projects. The full list has been provided for the Committee's reference.

Question 4: Can WAF provide details on measures to mitigate the impacts of El Niño and changing weather patterns?

The Water Authority of Fiji activates its El Niño Strategy Action Plan whenever we experience prolonged dry spells, typically from April through November. This year has been unusual, with wetter conditions during the expected dry period.

Key measures include:

- Monitoring and coordination,
- Tracking of water source yields,
- Climate forecasting in collaboration with the Fiji Meteorological Service, and
- Regular inspection and maintenance of critical raw water infrastructure.

With respect to our short-term measures, Mr. Chairman, we have highlighted these in some of our video releases. For example, we have put in temporary cofferdams to sustain water levels at pump stations. We are also carrying out active leak detection and repair works. As a last resort, we look at water rationing. This occurred in the Suva–Nausori system in 2023 during a prolonged dry spell. In addition, large-scale water carting is activated to maintain supply where required.

In terms of long-term service resilience, investment is guided by the Water Sector Strategy 2050. This includes major water projects in Ba, Lautoka, Nadi, and Labasa. We are also working on interconnectivity between systems to build greater resilience. This means that if one system goes down, we can supply it from another. Such interconnection is already underway in the Suva–Nausori and Nadi–Lautoka systems.

Question 5 – Does WAF have programmes aimed at educating the public and children on preserving water for the future? If so, could you explain these initiatives?

Yes, Mr. Chairman. We currently undertake the following initiatives:

- Water Committee Training – targeting rural communities. In October 2024, with UNICEF's support, we carried out training for Water Committees in 102 villages in Tailevu North. This programme is ongoing, with Serua and Namosi targeted next. Following training, Water Committees are provided with tools to help them manage their local supply systems effectively.

- Debt Management Awareness – a community-based programme that also incorporates water conservation awareness. Through the *Water Champion Programme*, we engage groups to create awareness from source to consumption, explaining how WAF operates, the challenges we face, and how communities can support water-saving initiatives.
- Roadshows – conducted jointly with the Government across the country to promote water conservation and raise awareness.
- WAF Customer Forum – held annually in the three regions, providing an opportunity for direct engagement with our customers.
- Water Conservation Programme – focused specifically on instilling conservation practices among communities.

Question 6 – *Can WAF outline a permanent solution to water carting and share its plan for addressing this issue in the coming years?*

Mr. Chairman, water carting is a temporary relief measure used to provide immediate assistance to customers in both urban and rural areas. While our long-term strategy is to reduce reliance on this method, it cannot be eliminated entirely. Events such as burst mains, asset failures, or extreme weather conditions will continue to require its use in urban areas.

Our permanent solutions include:

- Upgrading and renewing aged infrastructure,
- Expanding treatment capacity through packaged water treatment plants, and
- Developing new water sources.

These investments will reduce service disruptions and improve system resilience, thereby minimising the frequency of water carting.

For rural communities, challenges such as isolation, geography, seasonal droughts, and limited infrastructure mean that water carting will remain an interim solution until suitable permanent systems are established. WAF is working to:

- Extend pipe networks where feasible,
- Strengthen community-managed rural water schemes through training, and
- Explore borehole development in collaboration with key stakeholders.
- These measures aim to deliver long-term reliability while reducing reliance on carted water.

Question 7(a): *What measures are being implemented to enhance logistics and improve the accuracy of customer complaint data, including the precise recording of residential addresses, phone numbers, and other pertinent information to help prevent conflicts?*

Mr. Chairman, we currently have four measures in place:

- we are working on digitalisation to strengthen our customer communication channels,
- we now employ multiple platforms, including our web app, Viber, SMS, and our website, which features a chatbot,

- we are improving the logistics and dispatching of customer complaints,
- we are conducting regular reviews of our customer charter, and
- we are updating our standard operating procedures to bring greater efficiency to the resolution of customer complaints.

Question 7(b): *How does WAF currently manage the availability and inventory of backup parts required for maintenance activities?*

WAF manages approximately 9,000 line items of backup spares and fast-moving parts through a system of minimum stock reorder levels, contingency reserves, and critical needs assessment. To ensure operational readiness, we also maintain contingency stockpiles of essential spares at all regional depots, specifically for repair, rehabilitation, and service restoration during natural disasters.

Question 7(c): *What strategies can be adopted to improve in-store stocking of essential maintenance parts in order to ensure faster response times to customer complaints?*

We have adopted two strategies, aligned with our operational and procurement frameworks. These are based on asset criticality and historical demand. We assess the failure rates of our assets and stock materials accordingly. For example, at the Waimanu Pump Station in the Suva–Nausori system, where asset failure rates are high, we maintain significant spare stock. For other items, we maintain a minimum stock reorder level to ensure continuity of service across the system.

Question 8(a): *Could WAF provide the Committee with a detailed list of payments categorised under personal expenses totalling \$47,031,000?*

Mr. Chairman, the breakdown of personal expenses has been provided in the table before the Committee. It is categorised into salaries and wages, annual leave, Fiji National Provident Fund payments, and staff welfare.

Question 8(b): *What were the reasons for the decrease in grant amount in 2020?*

In 2020, our grant was reduced due to COVID-19 restrictions.

HON. I. KURIDRANI.- Mr. Chairman, a supplementary question. Mr. CEO, I understand that the lease is arranged by the Ministry of Lands for the catchment area, and that it is for 99 years. Do the actual landowners get any special benefits from WAF — for example, do they get a special rate or payment for the water?

MR. S. SODERBERG.- To answer your question directly, at present, no arrangement provides special benefits for the resource owners beyond the lease payments. However, this is something we are actively looking into, to explore what more can be done to support resource owners in addition to what is already being provided through rental arrangements with leases such as ours.

MR. CHAIRMAN.- CEO, in addition to what the Honourable Deputy Chair has mentioned, these are some of the issues that were raised during our visits. Some of the lease arrangements made in the 1990s were not clearly discussed in terms of the true value of the resources. Landowners have since realised that their resources are being used to generate income for the Government.

Do you have any plans to review or amend existing lease arrangements and compensation, particularly those made in the past, to ensure they reflect the true value of the resources? For example, in Nasealevu Village in Labasa, this concern was strongly raised. Please go back to WAF and ask about the lease arrangements and compensation that will be paid to landowners, because this remains a major concern.

MR. S. SODERBERG.- Mr. Chairman, with respect to that question, unfortunately, WAF does not set the rates for lease payments. These are determined by the TLTB. Whatever rates the TLTB sets, WAF pays. I believe TLTB would be in a better position to provide guidance on this matter, as we simply pay the rates put forward by them.

HON. V. NATH.- Mr. Chairman, once again, I would like to join the Deputy Chair in congratulating you on your achievement and appointment. It has been a great pleasure working with you over the past eight years while I was in Government. Your team has done a marvellous job. I have often seen WAF in action, whether visiting catchment areas or responding to complaints in the interior, and the approach has always been excellent. Please convey this message to your team as well.

We know that in Fiji, there are many red zones. To name a few — the interior of Sigatoka, Old King's Road, Momi Gunset, Tavua, Wainivoce, Navota, the interior of Ba, and the Tailevu corridor. These are all red zones. We had plans earlier to construct mini-dams for these areas, for example, the Viria project was a very good one, and thank you again for the work done there. We had also discussed building small reservoirs so that water could be supplied to the reservoirs and then distributed to the red zone communities. Can you please elaborate on that?

MR. S. SODERBERG.- Thank you, Sir. Just for clarity, your question relates to communities located between the major urban areas, and the plans for dams and reservoirs to provide them with a water supply. With respect to that, we are currently undertaking programmes to address the gaps between major areas, especially in the red zones. These initiatives are being carried out under the Rural Water Supply Scheme Programme.

Furthermore, as part of the master plans we have developed, we are also looking at expanding the WAF network to extend services into these gaps where red zone communities are located. Right now, these issues are being addressed through the Rural Water Supply Scheme Programme, where we build dams, construct reservoirs, and install reticulation systems. From a long-term perspective, WAF's master plans for these gaps include extending services further, building additional treatment plants, and expanding networks to bring more Fijians onto the treated water supply system. I hope that answers your question, Sir.

HON. V. NATH.- Mr. Chairman, a supplementary question. Can you tell me the ratio of metered to non-metered customers in Viti Levu?

MR. S. SODERBERG.- Mr. Chairman, through you, in Viti Levu, metered customers account for roughly 60 to 70 percent of the population, while the balance is predominantly in rural areas. That is the current ratio.

HON. J.N. NAND.- Mr. Chairman, a supplementary question to Honourable Nath's point. First, I would like to congratulate you and your team on a wonderful job. Delivering

essential services is stressful, and your team's achievements so far are commendable. You are a young and vibrant team, and I am confident you will continue to deliver.

Regarding Honourable Nath's point, there has been an ongoing issue in the Sigatoka area, specifically frequent water cuts in Olosara, about three to four kilometres from Sigatoka town. These cuts occur early in the morning and late in the evening and have been happening for the past two to three years. The community has raised this with us, Honourable Kuridrani, and other Parliament Members.

The greater Olosara area has roughly 2,000 residents, including over 300 schoolchildren. Early morning water cuts make daily life very difficult, particularly during festivals. People are frustrated — we are not blaming you, but we want to help find solutions. Transmitter Road in Nadi has seen a slight improvement, but Olosara continues to experience significant service issues. Could you provide a response regarding mitigation plans for Olosara?

MR. S. SODERBERG.- Mr. Chairman, through you, regarding Olosara, the main reason for these cuts is the old pipeline network running from Lawai to Sigatoka Town, which is prone to frequent bursts. This has caused the ongoing water cuts affecting communities in Sigatoka and Olosara. Through Government funding, we are commissioning a new 600-millimetre pipeline from Lawai to Sigatoka Town. This will improve reliability in the affected section. Additionally, a new reservoir is being constructed at Lawai to provide extra storage capacity and ensure consistent service delivery in the greater Sigatoka area.

We are also receiving Government financing to address non-revenue water in Sigatoka. These programmes are designed to build resilience and reduce service disruptions. I hope this answers your question, Sir.

HON. J.N. NAND.- Mr. Chairman, one more supplementary, is there a timeframe for completion?

MR. J. VUNIDAIGA.- Currently, the team is in Sigatoka this week to plan the shutdown for the works and to commission the new Lawai pipeline. I would estimate two to three weeks' time, subject to finalisation of the pipeline.

HON. J.N. NAND.- Thank you very much for that response.

HON. S. KUMAR.- Mr. Chairman, through you, Mr. Soderberg, thank you. Once again, congratulations on your recent appointment. This is a major milestone for WAF, and I know WAF is in capable hands now. Your name has long been associated with WAF — ever since the Viria Treatment Plant came into being, Albert Seru Soderberg has been known widely in this space. You are a key person for WAF.

I refer to Question No. 16, supplied earlier. I appreciate your response regarding the piping for Viria, Naqali, and nearby villages. I can see that Naqali Village is already connected — thank you — and I note that plans are underway to connect Savu Village, Muaniweni Settlement, Muaniweni College, Nasi, and Baulevu areas. My supplementary question relates to the budget. There are plans to extend metered water connectivity toward Lomaivuna and Vunidawa. What are your plans or updates on that?

MR. J. VUNIDAIGA.- Mr. Chairman, through you, the extension from Naqali to Lomaivuna is in progress. The WAF team is currently undertaking land acquisition for the pump station and reservoir sites identified. We have received offers from TLTB and cleared them, but we are still waiting for one more land parcel to be offered. Consent has been given for the project, and service extension plans toward Lomaivuna are nearly complete.

HON. T.R. MATASAWALEVU.- Mr. Chairman, I want to thank the CEO and the team for the hard work done so far. The pipeline coming from Korovou down to Waidalice — is there a plan to continue that line to *tikina* Verata in Vugalei?

MR. S. SODERBERG.- Mr. Chairman, through you, Honourable Taito, there are plans to extend the system to cover Verata. However, there are hydraulic restrictions in the current network. We have already covered a considerable distance. For Verata, we are currently assessing the possibility of supplying it through Namau.

Additionally, there are plans for Stage Two of the Viria Programme, which would extend the Viria system along the corridor from Kasavu to Verata junction. If Namau can provide services using existing infrastructure, we will proceed with that. If not, the backup plan is the extension of the Viria system.

HON. V. NATH.- Mr. Chairman, through you, my earlier question relates to the same issue as other Members have mentioned. We understand the supply from Viria to Waila cannot be interrupted. This is why a reservoir in between is necessary, so supply can be maintained. Could you clarify the current position? I understand land negotiations are ongoing above Kasavu along the Tailevu corridor, and also near the junction of Savu, so that the Muaniweni and Viria areas can be served. Have any of these negotiations progressed?

MR. S. SODERBERG.- Mr. Chairman, with respect to Muaniweni, the Savu Programme identified here is part of the service extension to the Muaniweni area. Regarding Savu, I believe you are referring to the extension of the Viria system along the corridor between Nausori and Korovou Town. That is also part of the programme.

However, to carry out this extension, we will first need to upgrade the Viria area by an additional 40 megalitres, effectively doubling production capacity. This is part of our five- to ten-year plan, which includes upgrading treatment capacity and extending services from Savu to Kasavu and up towards Korovou Town.

HON. I. KURIDRANI.- Thank you, CEO. Just a request from the Committee, we have four more questions, and time is catching up. Would it be possible to move through the remaining questions faster?

Question 9(a): *Why did other receivables rise from \$3 million to \$12 million?*

MR. S. SODERBERG.- That increase consists of the VAT refund owed to WAF, which has since been received. In the interest of time, Mr. Chairman, would the Committee agree if I move on to the next annual report?

Annual Report 2020-2021

Question 1: *Can WAF provide a detailed breakdown of personnel expenses for the 2020–2021 financial year, including salary bands, allowances, overtime, and contractual staff payments?*

The table provided shows personnel expenses comprising salaries and wages, annual leave, and Fiji National Provident Fund contributions. Overtime expenditure was reduced in 2020, mainly due to COVID-19 restrictions and travel limitations between systems. During COVID-19, some borders were closed, requiring decentralisation of our teams. Additionally, there was reduced water demand due to many businesses being closed, which allowed us to provide water supply over an extended period with lower overtime costs.

Question 3(b): *Were there any major accounts receivable issues?*

Yes, during this period, WAF experienced accounts receivable challenges. Due to COVID-19 health requirements, no customer disconnections were allowed, as access to water was essential for handwashing and hygiene. Revenue generation from commercial, institutional, and residential customers was therefore limited until restrictions were lifted.

Question 3(c): *What mechanisms are in place for debt recovery and billing efficiency?*

After the resumption of normal business operations, we implemented a phased disconnection strategy. We began with commercial and industrial customers to encourage payment of outstanding bills before moving on to other categories, until we reached the disconnection of domestic customers. We focused first on those owing more than \$1,000 to the Government. For customers with lower outstanding amounts, we did not disconnect them, but provided notifications indicating they needed to pay their bills to avoid disconnection.

Question 4: *Project Implementation and Delays.*

With respect to projects initiated in the 2020–2021 financial year, these included Waiwai, Deuba, Vunidawa, Savusavu, and Nabouwalu Package Plants. For the Kaba Peninsula and Lal Singh Programme, physical construction works were undertaken. For Tasman Tanks Reservoir, construction was carried out, and the supply and installation of backup generators were initiated. The Black Rock Sewer Line Rising Main for Nadi, intended to serve the new army barracks built by DFAT, was also included.

Question 4(c): *Project Implementation and Delays – Infrastructure Investment over \$1 Million*

A project-by-project status report is provided in the table. The majority of works were related to package water treatment plants, which have since been completed, commissioned, and are now operational.

Question 5: *Non-Revenue Water (NRW)*

Mr. Chairman, Honourable Members, from 2020 through 2024, non-revenue water increased slightly from 47 percent to 48.2 percent in the fourth quarter of 2021. However, as of June of the last financial year, we have reduced NRW to 45 percent.

Question 6: *Technical and Policy Interventions to Reduce NRW Losses*

Policies and technical measures include metering and monitoring, with replacement of meters supported by smart meter pilots and real-time consumption monitoring to improve accuracy and accountability. We are also implementing asset management measures. Our Computerized Maintenance Management System (CMMS) enables predictive maintenance, pressure management to reduce asset failures, and improved management of the Suva–Nausori system. This flagship initiative, supported by the Asian Development Bank and the Government of Fiji, includes a five-year, performance-based contract outsourcing NRW works to a contractor from Spain, MIA, ACRL. A total investment of \$57 million is expected over the five-year period.

Question 7(c): *Compliance with Government Procurement Regulations*

While WAF has its own procurement policy, it is aligned with Government procurement regulations. The Authority ensures consistency, compliance, and transparency in its procurement processes. Vendor transparency is promoted through debrief sessions upon request, providing feedback to vendors on areas of weakness, fostering fairness, capacity building, and competition improvement.

WAF's procurement processes are subject to regular internal audits, with findings reported to management and the Board Audit and Risk Subcommittee monthly. This ensures continuous improvement, compliance with policy, and alignment with broader Government procurement regulations. Additionally, in instances where breaches are identified, the Authority enforces its disciplinary policies to take necessary action against personnel who have violated procurement policies.

Question 12(a): *Can WAF explain the impact of the COVID-19 pandemic on operations, financial performance, and service delivery during 2020 and 2021?*

We undertook operational adjustments, implementing strict health and safety protocols, rotational rosters, work bubbles, PPE, social distancing, and remote work for non-critical staff. Continuity measures included grouping critical staff to maintain uninterrupted operations, and prepositioning essential supplies — fuels, spares, and chemicals — across depots and service delivery points.

Despite these challenges, WAF prioritised continuity of water and wastewater services nationwide, ensuring reliable access for communities. For example, in the Suva–Nausori system, operations were demarcated across three different borders. Staff within each border managed both water and wastewater operations, including valve operations and wastewater mitigation, effectively working across multiple service areas to ensure uninterrupted service.

Question 14: *Human Resource Management*

With respect to retention, performance, and capacity building, WAF has implemented an approved staff retention policy. A Job Evaluation Exercise (JEE) was completed and implemented on 1 August 2025, adjusting staff salaries to market rates and introducing essential allowances, particularly for staff in high-risk wastewater roles.

Training and development efforts focus on critical areas, supported through apprenticeship programmes and graduate trainee schemes to address skill shortages. Additionally, in partnership with the Asian Development Bank, WAF is developing a regional Pacific Water School to provide trade-level certification for water and wastewater skills across the Pacific, piloted in Fiji, with the school to be situated in Nadi.

HON. T.R. MATASAWALEVU.- Through you, Mr. Chairman, can the Water Authority provide an update on the Vutia Community water tank supply project?

MR. S. SODERBERG.- We do not have that information at hand at the moment, but I will provide an update to the Committee after this session.

HON. S. KUMAR.- Mr. Chairman, through you, regarding rainwater harvesting, does the Authority still engage with and encourage rainwater harvesting systems by facilitating villages and remote areas with water tanks?

MR. S. SODERBERG.- Mr. Chairman, through you, yes. The rainwater harvesting scheme is still in place and is actively rolling out, supplying and installing rainwater harvesting tanks in communities, especially in rural areas. This programme remains active, Sir.

Annual Report 2021-2022

MR. CHAIRMAN.- CEO. You may continue from where we paused, and we will allow two questions from 2021–2022.

MR. S. SODERBERG.- Mr. Chairman and honourable Members of the Committee, with respect to the 2021–2022 financial year:

Question 1: *Can the Authority provide the percentage of Non-Revenue Water (NRW) for the 2021–2022 financial year?*

The NRW level for 2020–2021 was 48.2 percent. For 2021–2022, the NRW level dropped slightly to 47 percent. As of 2024, NRW has further reduced to approximately 45 percent, demonstrating progress in this area.

Question 2(a): *What were the total revenue and expenditure figures for 2021–2022, and how do they compare to the budgeted amounts?*

The total revenue and expenditure are detailed in the table provided. Total revenue for 2022 was \$106 million, compared to \$111 million in 2021. Total expenditure for 2022 was \$132 million, compared to \$142 million in 2021, indicating a loss in both financial years.

The revenue includes an OPEX grant of \$78.8 million received during the year and a CAPEX grant of \$99 million, accounted separately as deferred income under IFRS 15. The total budget allocation from the Ministry was \$177.8 million.

Question 3: *Audit, governance, and compliance – can WAF provide an update on governance reforms aimed at enhancing transparency and accountability?*

WAF is actively strengthening procurement and financial oversight, aligning procedures with national and international best practices to ensure value for money and transparency in all major procurement decisions.

Other initiatives include:

- Digital transformation — Rollout of digital platforms to improve customer engagement.
- Internal audit and compliance — Enhanced frameworks to identify risks proactively and implement corrective actions.
- Stakeholder engagement — Increased public consultation, outreach programmes, and publication of performance indicators for capital works and service improvements.
- Capacity building and ethics — Continuous staff training on ethical conduct, financial management, and regulatory compliance to embed a culture of accountability.

Question 4: *Can WAF outline key priorities and planned investments for the next three to five years?*

Key priorities are guided by the Water Strategy 2050 and the Rural Water Supply Master Plan to ensure equitable, sustainable, and resilient water services.

- Urban initiatives — Expansion and optimisation of water and wastewater networks, metering programmes, network rehabilitation, and development of hydraulic and predictive models.
- Service efficiency and NRW management — Improved supply management, pressure zoning, and reduction of non-revenue water to meet growing urban demand.

While WAF requests Government financing annually to build infrastructure, it is also focusing on improving our efficiencies as an organisation by reducing non-revenue water,

which in turn lowers operational costs and enhances our viability as a water and wastewater utility.

Question 6(a): *Can WAF provide an update on any governance reforms or changes in organisational structure during the reporting period?*

In 2022, WAF undertook a comprehensive review of its organisational structure, which was approved by the Board and fully implemented by December 2022. This review, conducted by KPMG, benchmarked WAF against similar-sized organisations in the Pacific and the Caribbean.

Question 8: *What measures are in place to prevent corruption and ensure ethical standards within the Authority?*

WAF has implemented a robust framework, including:

- Code of Conduct and Goods Policy — Establishes clear ethical standards, conflict-of-interest guidelines, and rules on gifts for all staff.
- Whistleblower Protection — Confidential reporting mechanisms allow reporting of unethical or corrupt practices without fear of retaliation, accessible to both staff and the public. Reports go directly to the Board.
- Subcommittee Oversight —
 1. Risk and compliance
 2. Procurement transparency
 3. Competitive bidding, with clear evaluation criteria and segregation of duties
- Staff Programs — Training on ethics, anti-corruption, and good governance, supported by a disciplinary framework detailing procedures for breaches.
- External Oversight — Oversight by the Auditor-General in compliance with national anti-corruption laws, with cases referred to FICAC or Police when appropriate.

These measures ensure all instances requiring investigation are referred to the appropriate authorities for potential prosecution.

Question 9: *What major infrastructure projects were completed or initiated during 2021–2022, and how do they address service gaps?*

Projects initiated include:

- Nagado Package Plant,
- Vunidawa Package Plant,
- Nabouwalu Package Plant,
- Savusavu Package Plant,
- Waiwai & Deuba Water Treatment Plants,
- Lal Singh to Rewa Bridge DN 600 DICL mains for installation of tanks in Tacirua East, Phluggers, and Tavakubu.

All projects, except the Nagado Water Treatment Plant, have been completed, commissioned, and are now operational.

Question 11: *What technological innovations have been adopted to improve operational efficiency and water delivery?*

- Automation of Water Treatment Plants: Full automation, particularly in chemical dosing, reduces staff requirements and improves efficiency, especially for package plants.
- Digital Infrastructure: All WAF services now operate on Oracle Cloud Infrastructure, accessible to 700 staff globally as of 1st August 2025.
- SCADA and Automation Expansion: Enhancing real-time monitoring and control of water and wastewater systems via the national control center.
- Smart Metering: Pilot program in Denarau reduced meter-reading time from several days with six staff to just 15 minutes. Future plans include giving customers the ability to monitor their own water usage.
- Investment in Tools and Equipment: Continual upgrades to enhance operational efficiency and service delivery to see how they are utilising water. Investments in new tools and equipment are also being made to enhance reliability in data capturing, planning, designing, and project delivery.

That brings me to the end of my presentation. Thank you very much for your attention.

MR. CHAIRMAN.- I now open the floor for any supplementary questions.

HON. J.N. NAND.- Regarding financial oversight, I understand you have regular internal audits. Do you face any challenges when carrying out these audits?

MR. K. PRASAD.- Mr. Chairman, WAF has an internal audit team that carries out audits as per its audit plan. The Office of the Auditor-General conducts external audits annually, which are then published in our annual report.

Yes, we face challenges due to the sheer magnitude of transactions we manage — our budget is close to \$300 million. The volume of information requested by auditors is substantial, and it takes time to reconcile and provide all details.

HON. V. NATH.- Some public concerns have been raised regarding catchments on the hills being subdivided and put on sale. What is WAF's stance on this?

MR. S. SODERBERG.- Mr. Chairman, one key challenge we face, for example, in Suva-Nausori, is the quality of raw water during inclement weather. WAF's stance is that there should be no development within or upstream of catchments used for raw water intake. Our infrastructure is aged and sensitive to changes in raw water quality. For example, at the Tamavua Water Treatment Plant, turbidity has been a recurring issue for almost 10 years. During heavy rains, run-offs deposit silt into the Waimanu River, raising turbidity levels. This affects the plant's capacity to treat water to meet the National Drinking Water Quality Standard set by the Ministry of Health.

To address this, the Government is investing an additional \$20 million to increase Tamavua's treatment capacity. The plant currently treats 60 million litres per day, but we need around 75 million litres per day to meet demand. This investment will ensure we can manage high turbidity water caused by upstream developments. WAF's position is clear. No development should occur in catchment areas, as it affects not only WAF operations but also

the wider community and businesses. Past upstream developments have already caused significant water outages.

HON. I.T. KURIDRANI.- I understand that WAF incurred a \$30 million scam during this financial year. Can you provide an update on what has happened?

MR. S. SODERBERG.- Mr. Chairman, through you, the honourable Deputy Chairman and honourable Members of the Committee, we have been notified by FICAC that the \$30 million scam case is closed. The claim, which appeared in the media in 2017, had no evidence to support it. Therefore, the case has been formally closed.

HON. S. KUMAR.- Mr. Chairman, through you, I did not quite understand the concept of the package plant that was initiated. Can you elaborate?

MR. S. SODERBERG.- Mr. Chairman, through you and honourable Members, a package water treatment plant is a modern technology available in the market. It offers a lower cost and smaller footprint compared to conventional treatment plants like Tamavua.

Key advantages include:

- Faster construction — The plant can be manufactured in six months, shipped to Fiji in four months, and installed in three to four months. In total, it can be operational within 12–14 months. A conventional plant takes 2–2.5 years depending on size.
- Cost efficiency — Package plants are cheaper to build and operate.
- Smaller footprint — Requires less land, which is useful for rapid urban or rural deployments.

This technology allows WAF to quickly meet the demands of growing developments and investor needs.

HON. S. KUMAR.- Are there still intakes from the major rivers?

MR. S. SODERBERG.- Yes, Sir. The intake still comes from the major rivers, but the package treatment plants are specifically designed to handle high-turbidity water.

MR. CHAIRMAN.- That brings us to the end of our session for today. I sincerely thank you all for attending this submission meeting. We appreciate your time and hope you will make yourselves available should the Committee have any further queries.

The Committee adjourned at 11:46 a.m.

Appendix 3

Research Papers-Water
Authority of Fiji



Annual Report Summary – Standing Committee on Natural Resources

Water Authority of Fiji (WAF) 2019-2022 Annual Report

1.0 Introduction

This brief is provided to the Standing Committee on Natural Resources (“SC-NR” or “Committee”) as requested through its Secretariat. This comparative analysis is a summary of some of the key issues in the Water Authority of Fiji (WAF) Annual Reports (“AR”) for the financial years 2019-2020, 2020-2021, and 2021-2022. The summary is designed to assist Members of Committee undertake their analysis of the Authority’s performance as discussed in the Annual Report. The narrative provided here is only intended to assist the Committee with its appraisal of the reports and does not aim to provide in-depth oversight on the Authority’s performance.

2.0 Review of the WAF 2019-2022 Annual Report

Activities	2019-2020	2020-2021	2021-2022
Vision	Clear Water and Sanitation for a Better Life		
Mission	The authority is committed to optimizing water and wastewater services through: • Resilience • Innovation • Safe Working Practices • Engaging Stakeholders • Capacity Building • Being Environmentally focused Modernization		
Values	• Customer Focus • Learning and Growth • Integrity • Passion • Accountability and Transparency • Adaptability • Respect • Teamwork		
Key Highlights	2019-2020	2020-2021	2021-2022



	• Completion of the \$20 million Namau Water Scheme. • Completion of 6 master Plans. • Signed Rewa River Water Supply Scheme contract. • 137,861 mega liters of water were produced. • 24 Rural projects completed benefiting 4,250 Fijians.	• 71 percent National Water Service Coverage. • 136,099 Mega liters of water produced. • 139,627 water connections. • 26,811 wastewater connections. • New Strategic Plan 2020-2025 launched. • ISO 17025:2017 accreditation. • 29 Rural Water Projects implemented. • 5MLD Namau packaged water plant commissioned.	• ISO 17025 accreditation received from International Accreditation New Zealand (IANZ). • Waiwai Water Treatment Plant works resumed. • Savusavu Water Treatment Plant project saw significant developments. • Nabouwalu Water Treatment Plant saw significant progress made in getting land approvals from iTLTB and Mataqali. • Blackrock Sewer Project moved forward, aiming to enhance sewer infrastructure and improve sanitation services. • A total of 6 projects were fully completed namely: Urata Village, Wailevu East; Yasawa Village, Tawake, Kubulau; Nakorovou Village, Wailevu East; Dreketilailai Village; and Nasea Village. • Launched of WAF Mobile App in May 2022.		
Financial Statements					
Statement of Comprehensive Income	FJ \$	2022	2021	2020	2019
	Revenue	78,821,263	70,483,293	77,886,379	73,728,409
	Other Income	27,927,813	41,213,485	30,464,170	76,328,413
	Total Revenue	106,749,076	111,696,778	108,350,549	150,056,822
	Personnel expenses	(28,872,105)	(30,396,840)	(31,079,511)	(47,417,239)



	Operating expenses	(63,225,863)	(72,947,811)	(72,819,646)	(105,011,417)
	<i>Profit/loss from operations before depreciation, amortization and finance income</i>	14,651,108	8,352,127	4,451,392	(2,371,834)
	Depreciation and amortization	(40,929,887)	(40,992,400)	(41,784,808)	(46,190,218)
	Finance Income	967,078	1,410,600	862,466	637,828
	(Loss) for the Year	(25,311,701)	(31,229,673)	(36,470,950)	(47,924,224)
	Other comprehensive income for the year: Total comprehensive (loss) for the year.	(25,311,701)	(31,229,673)	(36,470,950)	(47,924,224)

3.0 Sources

1. Water Authority of Fiji 2019 – 2022 Annual Report.

15 May 2025

Disclaimer

This Annual Report Summary was prepared to assist the Standing Committee on **Natural Resources** in its review of the **Water Authority of Fiji 2019-2022**. This summary should not be relied on as a substitute for specific advice. Other sources and information should be consulted. Whilst every effort has been made to ensure that the information is accurate, the Parliament of the Republic of Fiji will not accept any liability for any loss or damage which may be incurred by any person acting in reliance upon the information. The Parliament of the Republic of Fiji accepts no responsibility for any references or links to, or the content of, information maintained by third parties. For further information please email: Siteri Gaunalomani on email siteri.gaunalomani@parliament.gov.fj or siteri.gaunalomani@legislature.gov.fj

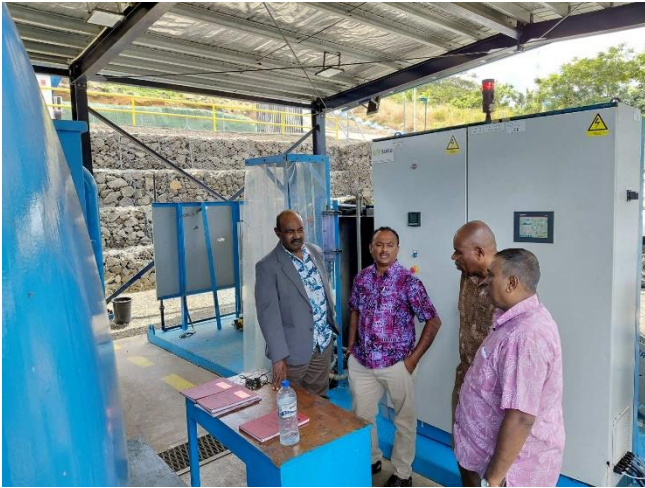
Appendix 4

Site visits and Submission Photos

Site visits and Submission photos



Site visits and Submission photos



Site visits and Submission photos

