

**Job Description for
Establishment Chief Executive Officer
for the To Tatou Vai Limited**

To Tatou Vai Limited is a company established to manage the supply of water and the reticulation of sewage on this islands of Rarotonga and Aitutaki in the Cook Islands following the completion of projects to establish comprehensive infrastructure for both utilities. The background to these projects is set out in the appendix.

The Establishment Chief Executive Officer (ECEO) of To Tatou Vai Limited will lead the establishment and management of a Cook Islands Water and Wastewater Authority. While To Tatou Vail Limited has this as amongst its objectives, it is anticipated the Government will pass legislation establishing a statutory state-owned enterprise (SOE) with obligations that will include the delivery of water and wastewater services on the islands of Rarotonga and Aitutaki. To Tatou Vai Limited and the anticipated SOE are, when collectively referred to, called the “Authority”.

It is expected that once the SOE has been fully established, the ECEO will be appointed the SOE’s ECEO.

In the establishment of the SOE and development of the water infrastructure, the ECEO will look to ensure the sustainable delivery of these services.

Reporting

This Position reports to: The Board of To Tatou Vai Ltd, through the Chair

Parties that will report to the ECEO: Staff of To Tatou Vai Ltd

Key Stakeholders Cook Islands Investment Corporation
Cabinet
Parliament

Key relationships: Ministry of Finance and Economic Management
Ministry of Health
Infrastructure Cook Islands
New Zealand High Commission and Ministry of Foreign Affairs and Trade
Ministry of Foreign Affairs of the People’s Republic of China
National Environment Service
Landowners of water catchments and private land over which services run
Consumers of services

Goals and Outcomes

The effective management of the water and wastewater systems on Rarotonga and Aitutaki. The successful candidate is expected to lead the set-up of the institution that will be responsible for the

delivery of water and wastewater services on Rarotonga and Aitutaki on a cost recovery basis while ensuring affordability and compliance with Government policies on water and wastewater.

Duties and Responsibilities

The ECEO will be responsible for developing the Authority into a sustainable and functioning entity, capable of discharging its duties and functions. Technical assistance will be available to the ECEO where expertise needs to be outsourced.

The ECEO will be responsible for leading the development of the Authority in accordance with the strategy and priorities agreed with the Board, consistent with its Articles/legislative mandate, and cognisant of Government policy where applicable. The ECEO will be responsible for the Authority's day to day management, under delegated authority from the Board, and implementing the Authority's short, medium and long-term plans.

Duties and Responsibilities	Expected Outputs and Achievements
<p>Financial Management</p> <ul style="list-style-type: none"> ➤ Prepare estimates of anticipated expenses the Authority will incur in the management of its operations for the calendar year 2019 and present to the Board for approval by 1 November, 2018 ➤ Prepare a plan for the Board of proposed tariffs for the consumption of water taking into account government policy and any relevant legislation, and present to the Board within 3 months of water to consumers being metered ➤ Prepare a plan for the Board on the best way to collect data and generate invoices for water usage within 3 months of water to consumers being metered ➤ Prepare a budget to be presented to the Board for the financial year, or the balance of the financial year, within 6 months of the date water starts to be metered ➤ Identify opportunities to strengthen the organisation's financial base and income stream. 	<ul style="list-style-type: none"> • Financial statements on income and expenditure prepared in a timely manner • Audit completed in a timely manner • All legal requirements as to financial matters are met and within times prescribed • Budgets prepared for approval of the Board of Directors within times identified • Financial targets are achieved • Cost efficiencies are achieved

<ul style="list-style-type: none"> ➤ Proactively identify opportunities to reduce operational costs while maintaining and improving services. ➤ Prepare annual financial statements and have them audited ➤ Organise any special audits as may be required ➤ Ensure compliance with any relevant legislation concerning financial matters 	
<p>Strategy development, planning and Reporting</p> <ul style="list-style-type: none"> ➤ Lead the strategic direction, business and financial management of the water and wastewater utilities; ➤ Ensure the Board of Directors and are kept fully informed, through the Chairman of progress towards strategic objectives; <p>Ensure regular informal contact is maintained with the Board and, in particular, the Chairman of the Board.</p>	<ul style="list-style-type: none"> • Clearly articulated and documented vision and strategic plan for water and wastewater are submitted for Board approval within 4 months of the ECEO's appointment; • Submit monthly reports bringing to the Board's attention any relevant matters • Organise Board meetings at least quarterly;
<p>Act as the Board's Representative</p>	<ul style="list-style-type: none"> • Pending completion and handover of the water and waste water infrastructure attend as the Authority's representative, where relevant to the Authority, meetings of various informal bodies establish to coordinate and steer these projects. • Develop an understanding of the objectives of these bodies for these projects
<p>➤</p>	
<p>Development of the Authority into a fully functional and sustainable entity</p>	<ul style="list-style-type: none"> • Prepare statement of corporate intent for each calendar year for consideration by the Board, the first such statement to be prepared by 1 January, 2019. • Work with Crown law and other agencies to assist legislative drafters with appropriate policy and content for a bill creating a SOE. • Develop an organisation plan, including staffing requirements and roles and responsibilities including job descriptions

	<ul style="list-style-type: none"> • Identify requirements for human resources support such as recruitment strategies and training programme • Identify and develop long term support arrangements such as twinning/ partnering arrangements with international partners • Identify and engage specialist advisers/ consultancies where required • Prepare where required by the Board briefings and media statements • Manage the handover of responsibility from Infrastructure Cook Islands (a non-statutory Ministry) to the Authority
<p>Team management and leadership</p> <ul style="list-style-type: none"> ➤ Lead and articulate a clear vision and lead the organisation through various stages of development ➤ Build and maintain a high performing empowered team through effective management, communication and mentoring of staff and contractors; ➤ Provide clear leadership and promote and foster a team culture consistent with the organisation’s values; ➤ Ensure the recruitment of appropriately skilled staff to the required positions; ➤ Recommend to the Board appropriate remuneration levels and performance-based conditions for staff. 	<ul style="list-style-type: none"> • Deliver clear and accurate internal communications; • Proactively seek opportunities to develop staff skills through mentoring, coaching, training, secondments and special projects; • Conduct annual performance planning and feedback interviews; • A motivated and high performing staff; • An engaged, well informed Board.
<p>Relationship management</p> <ul style="list-style-type: none"> • Build and maintain strong relationships with stakeholders and ensure they are fully informed of progress towards strategic objectives; • Build and maintain strong relationships with all local stakeholders; • Ensure a positive media profile of the sector is maintained. 	<ul style="list-style-type: none"> • A communications strategy that will inform the Board, stakeholders and the wider community of Authority matters relevant to their interests; • Effective media relationship; • The Authority is recognised as providing a good reliable service at an affordable and reasonable cost;

	<ul style="list-style-type: none"> • The community is well informed about the Authority’s activities; and • Effective working relationship with the business sector, agricultural sector, Government, residential consumers and relevant landowners.
<p>Operational management</p> <ul style="list-style-type: none"> ➤ Ensure the organisation’s administrative structure is appropriate; ➤ Ensure accounting and management information systems are in place which provide accurate and timely information to the Board necessary for the effective management, development and control of water and wastewater actions; ➤ Develop asset management, risk management and health and safety policies for Board approval. ➤ Take all practicable steps to ensure a safe and healthy workplace by promoting, implementing and abiding by all applicable Health and Safety legislation, regulations, approved Codes of Practice, policies and procedures; ➤ Undertake in a timely and accurate manner in accordance with organisational policies and procedures any other duties as directed by the Board from time to time. 	<ul style="list-style-type: none"> • All obligations are met as per the terms of applicable legislation; • Provide the Board with comprehensive reports on operational risks and mitigating measures; • Developing and presenting to the Board appropriate policies for approval
<ul style="list-style-type: none"> ➤ 	

Key competencies

1. Leadership

- Demonstrate in-depth understanding, passion and enthusiasm for the sectors;
- Lead others to achieve organisational goals to a high level of performance;

- Lead the team by example and demonstrate integrity and honesty;
- Be the living expression of the Authority's values
- Have the ability to manage and lead a team through adversity and highly stressful or pressure filled situations
- Demonstrate stable, reliable performance under pressure;
- Show a strong commitment to improving processes and systems to enhance quality of delivery;
- Be an advocate for sector development and improvement.
- Create a working environment that celebrates diversity, rewards effort and has a zero tolerance to workplace bullying,

2. Relationship management

- Develop and maintain a professional relationship with the Board, providing the support and servicing required by the Board to enable the Board to undertake its governance role.
- Ability to form and maintain positive, strong working relationships within the sectors and with key stakeholders to facilitate the accomplishment of organizational goals;
- Knowledge of the Cook Island Maori Culture especially within the cultural villages/vakas setting is desirable;
- Ability to align organisational strategies with stakeholder groups;
- Excellent relationship building, networking, negotiation, and conflict resolution skills;
- Excellent influencing skills

3. Strategy development

- Ability to develop, implement and evaluate strategies including managing workloads and resources;
- Ability to adapt strategies quickly and effectively to reflect changing environments;
- Excellent analytical skills.

4. Communication skills

- Excellent communication skills in English. (Ability to communicate in Cook Island Maori while not a key competency, would be useful).
- An excellent communicator, facilitator and presenter - relate well to a wide variety of people from different cultural and linguistic backgrounds;
- Ability to produce high quality written material;
- Works well with the media.

5. Interpersonal style

- Personal commitment to organisational excellence - displays honesty, integrity and a strong sense of ethics in all decisions and actions;
- Maintains a positive presence which commands respect from staff, members and stakeholders.

6. Skills, qualifications and attributes required

Education

- Tertiary qualification in Civil Engineering, Economics, Law, Public Sector Policy, Business Administration, or other relevant areas. At least 10 years of experience in a senior management / project management role;
- A suitable post-graduate qualification in management is preferred.

Experience

- Senior executive management experience in the water and wastewater sector;
- Familiarity with the technicalities of the treatment, reticulation, and supply of water and sewerage systems;
- Competency in economic or commercial analysis;
- Proven expertise in programme and project management, and specifically with managing water and wastewater sectors with responsibility for creating an organisation (Corporate Crown Entity) that can effectively operate and maintain the assets;
- Experience with procurement processes and contract management; and
- Familiarity with:
 - supply of water to small communities, including an appreciation of the logistical challenges of working in isolated communities;
 - on-site and reticulated sewerage systems, treatment processes and monitoring requirements;

- media, public speaking and facilitation;
- Problem solving and negotiation;
- Financial management;
- relevant legislation governing the Authority's operations and
- asset management principles and application.

Any persons interested should deliver their applications to:

Lloyd Miles
Secretary
To Tatou Vai Limited
c/- Cook Islands Investment Corporation
Avarua
Rarotonga
COOK ISLANDS

or send the same by post to:

Lloyd Miles
Secretary
To Tatou Vai Limited
P.O. Box 51
Avarua
Rarotonga
COOK ISLANDS

or by e-mail to: lloyd.miles@cookislands.gov.ck

All applications received prior to 4.00 p.m. 8 June, 2018 (Cook Islands' time) will be considered).

APPENDIX

Background

The Cook Islands Government, recognising the need for improved economic infrastructure, embarked on a multimillion dollar upgrade of the water supply and wastewater systems on Rarotonga, with the goals of “delivering potable water, reliably, to all properties connected to the existing water supply network, to safeguard public health and water supply security, by 2017” and “the protection of public health and the environment in particular the water resources through effective management of wastewater discharges”.

In order to achieve these targets, the Cook Islands Government formed “Te Mato Vai” (TMV) – the Cook Islands Water Partnership with the governments of the People’s Republic of China and New Zealand. The Funding for the Water Supply Upgrade is provided through a combination of Cook Islands national resources, a concessional loan from the Chinese government and New Zealand Government grant assistance.

The Cook Islands Government leads this partnership. TMV itself is the largest single infrastructure project in the Cook Islands since the construction of the international airport in Rarotonga in 1974 and a sanitation upgrade programme (SUP) has been redesigned to establish a new approach that includes a special emphasis to address the immediate issues in Muri/Avana as well as the wider issues in Rarotonga and Aitutaki.

On the 8 November 2016, Cabinet endorsed a proposal to establish a more effective approach to water and waste water (sanitation) planning and management. The existing project management unit (PMU) for Te Mato Vai will incorporate the management of the Wastewater Project (currently the Sanitation Upgrade Programme). This new approach will bring together key government agencies under one steering group enabling consistent government policy development and direction, more effective and broader community and industry consultation and access to finance for technical expertise not available within government agencies. The lessons learnt during the design and delivery of TMV will strengthen this new approach. This approach is expected to provide a high degree of certainty and confidence to our communities and industry.

The Water Sector Framework - staffing, establishment road map and key policy provisions – has been prepared along with the initial draft of a Rarotonga Waterworks Bill and a Reticulated Services Bill. These have been developed during Government and stakeholder consultations that began in May 2014. Recent developments in wastewater management have led to the realisation of the complementary pairing of the water and wastewater sectors.

TE MATO VAI

The Construction of TMV is being delivered in two Stages. Stage 1 the “Ring Mains Upgrade” encompasses the replacement of the majority of the existing ring mains network. This work commenced in April 2014 and was mostly completed, except for construction corrections, by October 2016. Stage 2 encompasses the remainder of water supply system upgrade. Rehabilitation of existing water catchment intakes (10 sites), construction of additional storage capacity, construction of water treatment plants, trunk mains replacement, ring mains interface

connection works, required upgrade and replacement of distribution pipelines (ring mains and local) connection to existing consumers on the current water supply network.

The Te Mato Vai Stage 1 Ring Main has been completed with construction carried out by China Civil Engineering Construction Corporation (CCECC). Cook Islands Government (CIG) and China Civil Engineering Construction Corporation (CCECC) have agreed on a defect liability period (twelve-months) to cover any defects from the construction of Stage 1 which is due to expire at the end of December 2017.

Stage 2 for “Te Mato Vai” is scheduled to commence early March 2018 with McConnell Dowell Constructors Ltd as the successful bidder to undertake construction. The PMU is actively working to attain land access to the intake valleys.

MEI TE VAI KI TE VAI

The Cook Islands Government engaged the services of the Project Management Unit (PMU) to manage and support the implementation of a Wastewater and Associated Services Programme (WASP) for Rarotonga and Aitutaki.

This follows a Cabinet decision on the 8th of November 2016 to approve changes to the TMV’s governance structure and to temporarily postpone on-site effluent treatment implemented under the SUP. This Cabinet minute followed a previous request from the Cook Islands Government to the implementing agency for more detailed information on a long-term solution for Rarotonga and Aitutaki. Prior to the SUP was the Muri/Avana Pilot Waste Management Initiative (WMI). This was a three-year programme of work (2011 to 2014), to improve the compliance and performance of wastewater sanitation systems in the Muri/ Avana area of Rarotonga. As the WMI project drew to an end, CIG with the EU and NZ support, committed to a continuation of the on-site upgrades with the intention of installing an additional 1000 on-site systems as per recommendations in the Beca High Level Options report. This became the SUP

While implementing the SUP there arose increasing concerns over the degrading of the Muri/Avana Lagoon. This prompted a review of the effectiveness of WMI programme. This review was completed in October 2015. The review concluded that a continuation of on-site effluent treatment upgrades was not sufficient in itself to deliver the impacts necessary to improve the lagoon’s condition. Following the acceptance of the report’s findings, CIG decided that a change of approach was necessary. The redesign of the SUP Programme was commissioned to establish a new approach that included a special emphasis to address the immediate issues in Muri/Avana as well as the wider issues in Rarotonga and Aitutaki.

Developing an effective solution to managing waste water and its impacts on the environment, Cook Islands communities and economy is a complex process and government is committed to undertaking this process in a participative and consultative manner based upon sound science in the best interest of all.

Organisational Structure

