



MFAT Management Response to Apia Waterfront
Development Project (AWDP)



Recommendation	Response and Action (Agree, Partially Agree, Reject)
<p>1. Where construction work is delivered by contractors unfamiliar with Australia/New Zealand standards for construction completion and/or contracting arrangements, it is essential that shortfalls are identified as early as possible, and that site work is closely monitored by the Engineer to Contract.</p>	<p>Agree. An introductory session to the New Zealand NZS3910 construction contract template was conducted for bidding tenderers and was well received. Similar guidance and training opportunities for the industry could be provided on construction standards where needed.</p> <p>Establishing early and adequate local site monitoring is agreed as a key learning. Consideration needs to be given where full-time monitoring is required. A local full time Engineer-to-Contract would have both supported key construction site issues and enhanced local upskilling in the use of NZS3910.</p>
<p>2. Given the extent of Apia's waterfront relative to population size and the number of tourists able to access Apia (under normal circumstances), there is likely to be more investment in waterfront enhancements. Identifying the optimum level of investment should take into consideration (amongst other things): anticipated tourist arrivals and expenditure; the nature and extent of local engagement with the waterfront; and the implications of sea level rise and storm surge on the risk of downtown flooding. This will enable a more nuanced understanding of the nature of the social and economic benefits associated with the waterfront, and the associated business opportunities and impact on other aspects of the Apia urban area.</p>	<p>Agree. It is accepted that the impact of first measles and then COVID upon the tourism market for Samoa has and will impact both forecasting and measurement of tourism impact of the development of the waterfront. The ongoing social media activity of the Apia Waterfront Unit (AWU) may assist in encouraging and monitoring domestic waterfront users, until such time that tourism resumes. Any future New Zealand investments in Apia's waterfront infrastructure will consider the social, economic and environmental cost and benefits.</p> <p>The Government of Samoa (GoS) decision to relocate the flea market post activity commencement had a significant impact upon the holistic value achieved of the redevelopment. It is noted that now the GoS, under the new FAST administration, is proceeding with redeveloping the Savalalo flea market at the waterfront with support from New Zealand.</p>

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<p>3. It is essential that arrangements are put into place for effective inspection and maintenance of installed assets, and that this function is adequately resourced.</p>	<p>Agree. The AWDP Activity has provided support to the Ministry of Works, Transport & Infrastructure (MWTI) and the Apia Waterfront Unit which sits under the Planning and Urban Management Agency (PUMA) with a range of asset management resources including an asset register and maintenance plan for the completed works. The identification of sustainable funding to ensure regular upkeep needs to feature in future Activity design and post-implementation considerations.</p>
<p>4. The outputs along with short and medium-term outcomes in the Results Monitoring Framework are heavily weighted toward delivering quality infrastructure. However, complimentary support to GoS in event programming, encouragement of private sector investment and development of attractions would contribute toward realisation of the long-term outcomes, particularly increased tourism earnings.</p>	<p>Agree. This is somewhat aligned to the 3rd recommendation whereby the early agreement of the relevant agencies to establish a means to maintain and market the resulting assets should be concluded well before project construction completion and ideally within the project feasibility/planning phase.</p>
<p><u>Additional Commentary</u></p> <p>The AWDP benefited from the 10 year Apia Waterfront Plan developed prior to project implementation. The Plan initiated and the AWDP reinforced inter-agency camaraderie and engagement.</p> <p>The project completion report by the Ministry of Works, Transport & Infrastructure, GoS was released October 2021 (MFAT evaluation report preceded by 6 months) – GoS report also confirmed the need to prioritise early asset management planning.</p>	

