



Effective Water, Sanitation, and Hygiene
Services (E-WASH) Program

ABIA STATE WATER AND SEWERAGE CORPORATION (AbSWSC)

**DRAFT CONSOLIDATED RECOMMENDATIONS FROM THE ORGANIZATIONAL
DEVELOPMENT EXERCISE**

AUGUST 2020

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DRAFT CONSOLIDATED RECOMMENDATIONS FROM THE ORGANIZATIONAL DEVELOPMENT EXERCISE

I RECOMMENDATIONS

I.1 ORGANIZATION STRUCTURE RECOMMENDATIONS

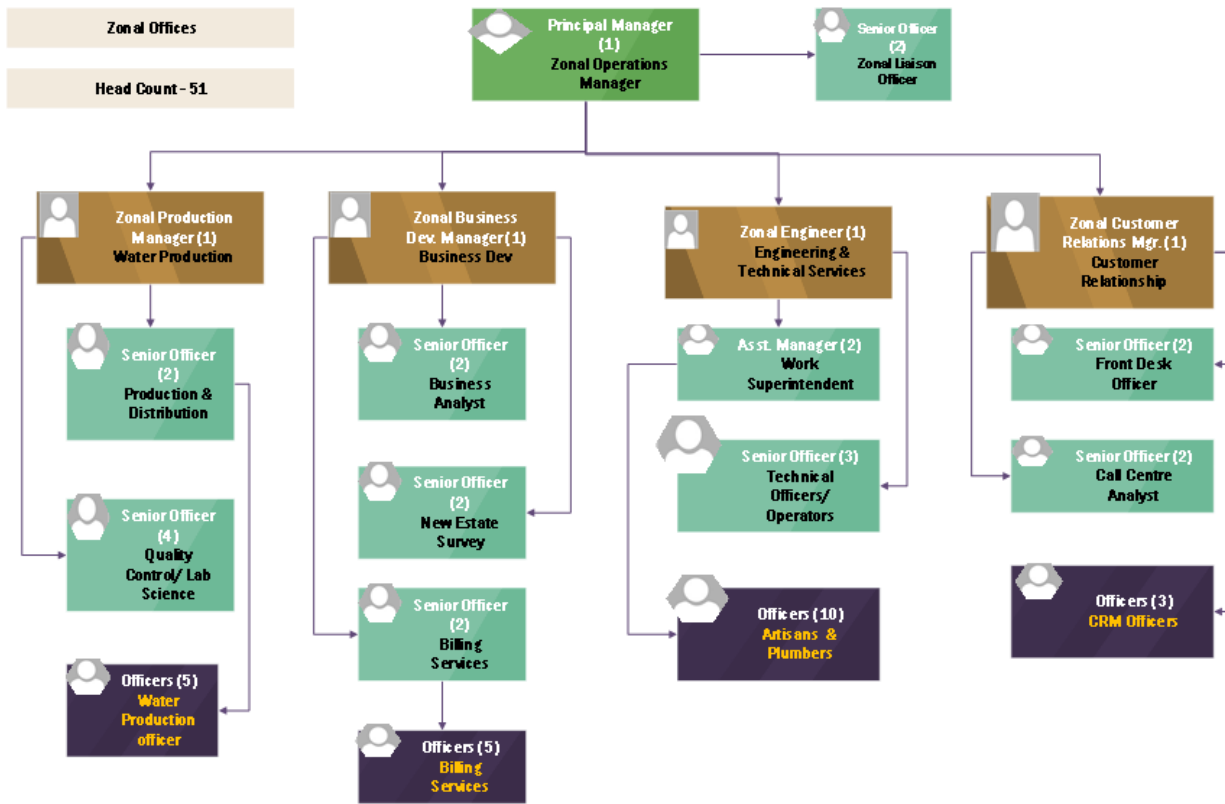
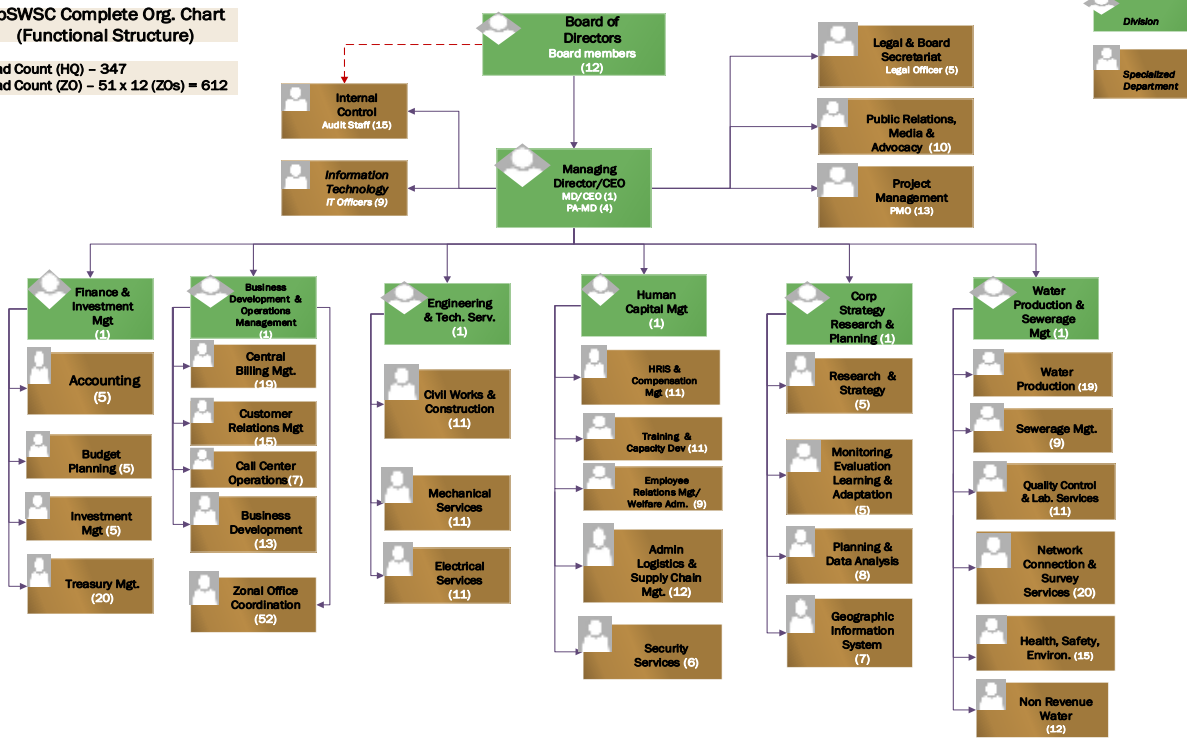
The recommendations for the organizational structure are as follows;

Design the organizational chart as a functional structure to follow 6 functional divisions of the utility reporting to the MD/CEO who is answerable to the board of directors. The 6 divisions are as follows;

1. **Business Development and Operations Management:** Responsible for managing the core business of the Corporation, which is revenue generation due to water production and distribution services. It also includes the management of the corporation's interactions with customers, clients, and revenue generating prospects. This division organizes and operates revenue generating activities including marketing, lead generation and conversion. The Department finds, attracts and wins new customers, nurtures and retains existing ones and reduces the costs of marketing and client services.
2. **Finance and Investment Management:** Responsible to ensure efficient use and management of the organization's Financial Resources so that the corporation can effectively carry out its business
3. **Engineering and Technical Services:** Responsible for managing and maintaining all engineering works related to construction, electrical, civil & mechanical works etc. they engage in developing, setting, and managing compliance with standards, regulations, and guidelines in the corporation.
4. **Human Capital Management:** Responsible to ensure that the corporation has the employees with the right mix of talent, competencies and capacity to do work. This Division is in charge of recruitment, talent management, training and development, compensation management, employee relations management, and performance management. Responsible also to ensure the smooth running of the corporation operations by providing administration and oversight of the logistics and supply chain components, including physical premises, equipment, motor vehicles, security, and procurement services.
5. **Corporate Strategy Research and Planning:** Responsible for researching into and enabling best practice in water treatment and distribution in urban areas and manage the Corporation's performance analytics. They present data with meaning to the Corporation's management for quality decision making.
6. **Water Production and Sewerage Management:** Responsible to maintain and operate all transmission and distribution mains throughout the water piping network. Water services also maintains and operates all reticulation lines and valves including management and oversight of water distribution and also operates and maintains water storage, diversion, collection, pumping, and treatment facilities from all sources throughout the system

**AbSWSC Complete Org. Chart
(Functional Structure)**

Head Count (HQ) - 347
Head Count (ZO) - 51 x 12 (ZOs) = 612



I.2 STRATEGIC CORPORATE AND BUSINESS PLANS

Based on interactions and iteration of the strategic planning workshop held on 23rd and 24th June 2020, and in line with global best practice, we hereby recommend the following strategic and business goals that the AbSWSC should pursue in the next 3 years and beyond, which if pursued uninhibited will guarantee success at another level. These goals include:

- Ensure All Year-Round Production of Safely Managed Water in all the 12 Zones by the end of December, 2025.
- Establish Regulatory Framework for Water and Sewerage Services throughout Abia State by end of 2020.
- Ensure Appropriate Funding and Budgeting for the AbSWSC for a 10-year period (2020 - 2030).
- Establish A Motivation (Reward) Program for AbSWSC Employees towards corporatization.
- Ensure Leadership in Technology, Innovation and Workforce Development by 2023.
- Create 1000 jobs for the unemployed in Abia State and environs by 2023.
- Integrate Health, Safety and Environment into AbSWSC Operations as an ongoing process.
- Ensure the Smooth Transition to Corporatization of AbSWSC between 2020 and 2021.
- Ensure Professional Operations to attract additional funding, up to \$1 billion dollars by the end of 2025.
- Constitute the State Implementation Team to steer the Reforms of the AbSWSC. They are responsible for Implementing the recommendations of the OD Team with the strong backing of the Executive Governor of Abia State, the Legislative arm of Government and the Judiciary.

I.3 HUMAN RESOURCES AND PERFORMANCE MANAGEMENT

1.3.1 SOP & Operational Manual- HR Manual

1. Human Resources Policy (HR) and Procedural Manual - This Policy & Procedural Manual is designed to provide employees with information on HR policies, procedures and practices that should be adopted in the utility. It is recommended that ALL staff abide by the policy
2. This document covers all HR related policies. The policies are applicable to all employees of AbSWSC, including full-time, part-time and temporary staff of AbSWSC. The manual has taken into account all relevant clauses in the Nigerian Public Service Rules and based on leading practices to guide on the corporatization

1.3.2 SOP & Operational Manual - Commercial Operations Manual

1. The AbSWSC Commercial Operations Manual is designed to provide the staff with the information on leading practices of commercial services operations that should be operational in the organization
2. The manual provides the staff with guidelines regarding their commercial & customer services functional roles and processes for effective service delivery of AbSWSC to our esteemed customers and stakeholders.

3. The policies clearly define how Commercial & Customers services should be operationalized, measured and evaluated based on the set commercial targets agreed at the departmental and organizational levels.
4. It is therefore recommended that all management and Employees of AbSWSC to familiarize themselves with these policies so they can work as a team to achieve and exceed set organizational targets.

1.3.3 SOP & Operational Manual – Customer Charter Manual

1. The Manual is a business relationship mandate with customers and is a pledge that the Abia State Water & Sewerage Corporation (AbSWSC) makes to afford its customers reliable services, in the course of their interaction with it.
2. It is recommended that AbSWSC contrives to deliver and maintain satisfactory service levels, the Customer Service Charter also infers the AbSWSC's expectations of its customers.

1.3.4 SOP & Operational Manual – Utility Operations Manual

1. The utility operations and fleet operations is of great importance to ensure that assets are controlled properly and that unnecessary expenses are not incurred through wrong procedures.
2. AbSWSC therefore, should strive to achieve the highest standards in regards to utility maintenance, both static and mobile management and this policy is designed to provide standards and guidelines to achieving this.
3. This policy shall be reviewed by the Top Management of AbSWSC as and when required.
4. It is recommended that all management and Employees of AbSWSC should familiarize themselves with these policies to achieve and exceed organizational targets.

I.4 HUMAN RESOURCES POLICIES

1.4.1 Recruitment Policy

1. It is recommended that the Corporation operates its own recruitment policy and procedures under the corporatization
2. The recruitment policy of Abia State Water & Sewerage Corporation (AbSWSC) is aimed at enriching its pools of talent through the programmed identification and selection of functional expertise to enable it achieve its objectives through committed, motivated and empowered employees
3. The objectives of the Recruitment Policy are to set norms, measures and guidelines that will allow the utility to select the number and quality of employees with the necessary competencies, to satisfy the current and future needs of the organization.
4. The policy will also enable the Human Resources department, recruiting managers and selection panels to administer the recruitment process from job analysis to appointment

based on best recruitment practices that comply with employment legislation and leading practices.

1.4.2 Staff Retention & Disengagement Plan

1. The engagement and disengagement of the staff in the utility is very important under the corporatization and this should be implemented effectively
2. The Utility should determine the at what point that staff would need to be engaged based on the transition and implementation plans set up and agreed
3. The AbSWSC Staff Retention and Disengagement Plan is developed to provide the management on how to handle and manage staff retention & disengagement in Abia State Water & Sewerage Corporation.
4. This Plan provides guidelines regarding the policies, practices, and procedures used in the determination of employee's retention strategy and disengagement of staff to improve the effectiveness and efficiency both of the individual employee's performance and productivity in the organization for effective service delivery to our esteemed customers and stakeholders.
5. It is therefore encouraged that all management and Employees of AbSWSC to familiarize themselves with this plan to achieve and exceed set organizational targets.

1.4.3 Staff Performance Management Manual

1. It is recommended that the staff performance management process in AbSWSC should be based on the leading practices and devoid of subjectivity and imbibe the corporatization performance culture
2. The AbSWSC Staff Performance Management Manual is designed to provide employees with information on leading practices of performance management and development process that are applicable at Abia State Water & Sewerage Corporation. Which is also took into cognizance the Public Service Rules but effectively based on goals setting and performance improvement for promotion, performance measurements, performance incentives and overall performance management of the workforce of the Water Corporation
3. The manual provides employees with guidelines regarding their functional performance and evaluation processes while in the employment of AbSWSC. The purpose of these policies and procedures is to ensure that the staff performance is consistent with the strategic objectives of the Water Corporation with right environment to grow, thrive, perform, and exceed set performance targets.

1.4.4 Staff Development Policy

1. This Policy provides guidelines regarding the policies, practices, and procedures used to develop the knowledge, skills, and competencies of staff to improve the effectiveness and efficiency both of the individual employee's skills and the organization for effective service delivery to our esteemed customers and stakeholders.

2. The policy clearly define how staff development should be operationalized, executed based on the skills set and functional competencies put in place at departmental and organizational levels.
3. It is therefore encouraged that all management and Employees of ABSWB to familiarize themselves with this policy to achieve and exceed set organizational targets.
4. This staff development helps both new and experienced staff to learn, grow, and have career path and growth within the organization. The policy is an internal procedure for all staff at AbSWSC. The knowledge and skills required could already be available within the organization but not identified. The policy also states how staff development plan is specified, the approach, methods and tools to be adopted.

1.4.5 Succession Plan

- Based on the proposed organizational structure for the corporatization, the succession plan was developed to operationalize and implement the new structure based on competencies, skills and capabilities
- This Succession Plan provides guidelines regarding the procedures, programmes and action plans to be adopted for the implementation of the new organizational structure.
- The plan is to further improve the performance and productivity in the organization for effective operational service delivery to all the stakeholders.
- It is therefore encouraged that Top Management of AbSWSC to operationalize this plan to achieve and exceed set organizational targets.
- There are new and existing functional roles based on the organizational structure and departmental structures and the first step in succession planning is to identify the critical and important positions that will be included in the plan. What core roles and core support roles that are contained in the new organizational structure which are critical to AbSWSC business success that would need to be occupied

1.4.6 Compensation Plan

1. Due to the reforms and because of the corporatization and special circumstances of its mandate, it is recommended that the corporation put in place a performance incentives policy and a commercially viable driven compensation plan and budget structure outside of the Civil Service Pay Structure contained in the State Financial Regulations.
2. That the compensation plan should come into effect 2021 with the implementation of the new organizational structure
3. This revised compensation plan will allow the corporation to acquire talents from both the private and international Non-Governmental organizations in the Nigerian market, ultimately attracting and retaining the talent that it needs to achieve the performance contracts and strategic business plan outlined in its contract with the State Abia Government.

4. That there should be performance incentives – Smart targets achieved shall attract 20% and Stretch targets achieved will attract 30% benefits
5. By putting in place competitive salaries and performance-based incentives, the corporation will be able to attract and retain the talents within the water utility organizations and other well-structured public sector that would drive the strategic objectives of management.
6. To be able to effectively implement the new compensation plan, It is therefore recommended that USAID/RTI to set aside funds for this new compensation plan for at least 2 years for the corporation to stabilize

1.4.7 Utility Performance Contracts

1. It is recommended that a utility performance contracts in form of an MOU is signed between the Government and the Managing Director based on the business strategic direction and business plan under the corporatization for a commercially viable driven organization.
2. Then the Managing Director will sign a performance contract with the top management
3. The MD will also sign performance contracts with the Zonal Commercial Managers, Zonal Managers and the Schemes Managers to drive the performance of the organization
4. This performance contract will be a binding agreement between all parties to discharge all agreed performance targets set to benefit from the incentives
5. The performance targets will be based on the SMART and STRETCH targets achieved

I.5 TRAINING AND CAPACITY DEVELOPMENT RECOMMENDATIONS

1.5.1 Training Needs Assessment

From the assessment, it is evident that 90% of the future training needs be met by local institutions in Nigeria. There is certainly local capacity in the training system (both technical and theoretical), however there are inefficiencies and inflexibilities in the system which create barriers for Urban Water and Sewerage Corporation and training providers. The educational levels, staff strength, technical competencies, years of experience, responsibilities, abilities gaps, areas of training needs and preferred duration of training were determined. The following recommendations are made:

1. Diverse educational qualification, long experience and relatively low technical competency need to be considered when preparing training modules and development of training materials.
2. Staff of the various departments or divisions identified a range of areas where they require a mix of technical, computer, administrative and generic training. Some of these needs can be addressed through refresher workshops and compliance training courses with the USAID – EWASH team at the State Level.
3. The Heads of departments or divisions and Executive Officers are responsible for the compliance of AbSWSC in their respective departments or divisions. All the departments and Units demonstrated lack of understanding of some key areas necessary Urban Water and Sewerage Corporation, there is still a mixed-up of corporatization with civil service

procedures. Consequently, the following generic training needs were identified for corporate interest:

- i. Computer training
- ii. Management and personal skill training
- iii. Strategic planning training
- iv. General training
- v. Project management training
- vi. Water resources management
- vii. Geology and geophysical survey
- viii. Monitoring and evaluation of projects
- ix. Field training
- x. Sewerage

1.5.2 Next Steps On The Training Needs Assessment

1. Deciding the most appropriate training method for each cluster of training. Such methods may include:
 - a. Participative workshops held in-country
 - b. Attendance at relevant conferences and seminars
 - Local study tours
 - One-to-one or small group coaching sessions
 - Mentoring by RTI/EWASH team
 - Self-study
 - Distance learning or internet based training programmes
 - Peer assisted learning
2. Scheduling, sequencing and phasing of training activities
3. Development of Personal Development Plans for all members of the divisions
4. Sourcing of training providers and consultants – in country and internationally.

1.5.3 Human Resources Development Plan

Though recommendations have been made on the various issues raised in EWASH-OD assignment but on general note, Abia State Water and Sewerage Corporation (AbSWSC) priorities have the following specific implications to strengthen for the articulation of the future human resources development plan:

1. Sufficient numbers of trained personnel must be recruited or deployed to Business Development and Operations Management Division as the primary strategy for improving revenue generation.
2. The Public Relations, Media and Advocacy Unit under the Managing Director's office should be trained to promote improved media advocacy and sensitization of the general public on willingness to pay for water. More staff should be recruited or redeployed into the Unit.

3. Where it is in the public interest to promote personnel within certain divisions at relatively high rates – as it will be for Drivers, Plumbers, Security men and Drillers during the initial phase of the HRDP – this should be accommodated. Where it is not in the public interest to allow personnel to be promoted, alternative compensation mechanisms must be introduced. This should include an accelerated grade level incrementing strategy that will induce professional personnel to remain in their current post for longer durations.
4. Staffing at Water Production and Sewerage Management Division should be sufficient to support the supply uninterrupted portable water at the zones, urban poor and urban towns.
5. Environmental health education, gender in water and hygiene promotions should be reinforced within the duties and responsibilities of the Sewerage System Management under the Water Production and Sewerage Management Division.
6. The Abia State Water and Sewerage Corporation (AbSWSC) should follow the written policies and procedures for in-service training needs assessments of EWASH-OD.
7. All staff of Water Production and Sewerage Management Division should receive reinforced training in communication designed for effect behavioural change as a mean of reducing the risk of contracting water borne diseases.
8. Ensure adequate staffing for cost-effective procurement, storage, distribution and management at all levels of the water service delivery system by all divisions in the corporation.

1.5.4 Human Capital Development Strategy

1. While the field has progressed and while much benefit has accrued, there is still some room for improvement. Zones and Departments have progressed at different rates depending on the level to which capacity was inherited. The HCD strategy must therefore take account of these inherent differences and must respond in a manner that does not further disadvantage those that are lagging. The greatest room for improvement is in terms of the lack of continuity between policy provision and strategic prioritization, and the level of success in implementation and its outcomes in terms of enhanced performance and service delivery.
2. Promoting successful implementation of HRCD Strategic is without value if it is not properly implemented. In this light, therefore, a concerted effort has been made to promote and support the successful implementation of the HCD Strategic for the AbSWSC. There are three main features of the implementation strategy: developing and agreeing on an annual training plan; quarterly progress review workshops on training plan/roadmap and a Quarterly Monitoring System (QMS) to provide divisions with the opportunity to report on progress in implementation. The approach to be taken in promoting implementation success must be one that seeks to ensure that there is a balance application of support with the promotion of accountability through monitoring and evaluation. In the end, successful implementation shall the reward for good water governance at all levels. Good governance creates an environment where success can happen.

1.5.5 Training Plan

1. **Annual Review:** The training plan should be reviewed year. To keep this training plan up to date. Review and revise it once a year and keep a lookout for opportunities as they occur. However, be careful to check that they are part of WC priorities, that is, 'must haves' rather than 'nice to haves'.
2. **Cost effective learning:** For cost effectiveness, majority of training should be on the job, learning from managers, peers and colleagues.
3. **Methods of training should include;**
4. Attendance at formal courses (for example, at National Institute of Water Resources) or seminars
5. Visits or attachments to other State WCs
6. Structured learning sessions with E-WASH running them, or experts coming in to assist WC
7. Doing each task with a competent person on the job
8. Learning by reading, research or discussion with other expert people.
9. **The following Sequence of tasks are suggested;**
 - a. Use the training programme form provided to assist Water Corporation.
 - b. Transfer the priorities from the needs assessment checklist to the training programme form.
 - c. Decide who will receive training. Use priorities to select the individuals who need the training the most, for example, the ones with the lowest levels of skill.
 - d. Decide how it is to be done. Select the method of training.
 - e. Decide who will provide the training. Select the best provider according to the identified institutes by the various departments.
 - f. Decide the departments or zones that have related needs and can be brought together during training. Select and identify the skills that are common to these groups.
 - g. Determine when it is to be done.
 - h. Calculate the cost.
 - i. Add all the costs and transfer the total to your AbSWSC budget.
10. **Core Training Programs, Projects and Activities:** A further analysis should be performed by the training institute carrying out the training. The institute should define the core training activities and services to provide to each of the training function in Water Board. It should describe each training activity in terms of the "driver" (a need that is not currently being met) and how the training will impact that area of need.
11. **Review Schedule:** At the completion of basic annual training plan, Water Board should ensure that periodic updates, reviews and revisions should be part of the overall strategic plan. Continually updating Water Board annual training plan will help improvement upon existing processes, measure growth and identify competencies and weaknesses. This plan will be revised after its first year of implementation (2021) to better support overall organizational objectives and take advantage of new opportunities.

1.5.6 Staff Redeployment Plan

1. Based on the new functional structure of the Organizational Development Assignment, there is need for detailed and comprehensive staff competencies assessment and identification of modalities of staff re-deployment in the AbSWSC. The newly developed organizational structure with its organogram for the Abia State Water and Sewerage Corporation (AbSWSC) has defined new sets of roles and responsibilities for zonal offices and has identified six different Divisions as against the already existing eight departmental and units. This radical departure from AbSWSC functional structure therefore, implies collapse and mergers of departmental roles and responsibilities in order to align human resources with the newly created Divisional structures.
2. There is the urgent need for more engagement in all the divisions through recruitment and/or redeployment of personnel with greater job-specific training from other State services to ensure adequate staffing for all designated Divisions and Zonal Offices most especially the Business Development and Operations Management and Engineering and Technical Services Division (Commercial and Quality Control Department).
3. Supervisors and employees are encouraged to seek further clarification and advice on the policy from the Human Capital Management Division.
4. Employees may also find it helpful to seek support from one of the Corporation's networks. Examples of the Corporation's network are: Labour Unions, Ministry of Education, Health, Agriculture, Rural Water Supply and Sanitation Agency, Works, Environment and Civil Society.

1.5.7 Workforce Analysis

The new functional structure has proposed 341 head counts as against the present 193, a proportion of the employees will be eligible to retire by 2023, including many of its most experienced and highly skilled professionals. Consequently:

1. There is a need for a more engagement in all the divisions through recruitment or deployment of personnel with greater job-specific training. Ensure adequate staffing for all designated Divisions and Zonal Offices.
2. Adequate staffing needs to be put in place to assure universal access to WASH monitoring and service delivery
3. Train and recruit appropriate numbers of Business Development and Operations Management Division to ensure adequate coverage in meters to urban town's levels. In addition, more business and development related graduates should be recruited or redeployed to this division.
4. Ensure that all water facilities at zones are staffed with a minimum competency of necessary personnel, taking into account the designated service function of the various types of facilities
5. Train staff of Corporate Strategy Research and Planning Division in supervision, performance evaluation and technical support based on well-specified quality assurance guidelines /norms /protocols /targets and use of related performance indicators.

1.6 UTILITY CHANGE MANAGEMENT

The recommendation of the utility Change Management aspect of the OD Assignment is critical. Given that Change Management is an ongoing continuous process in the entire move towards corporatization. The communication must be with clear messaging at all levels based on the Stakeholder Mapping Analysis carried out. For each level of stakeholders, the right communication tools must be engaged at the right time and using the right media. The Utility Communication Plan details the full scope of these communication messaging, tools, channels and responsible persons etc. they are summarized as follows;

1.6.1 Internal Stakeholders:

- Senior Management should be seen as leading and championing the change process using means such as, workshops (virtual and physical), WhatsApp, Zoom app, Skype, Microsoft Teams etc. for communication.
- All employees should be made to understand the full implication and benefits of the corporatization of the AbSWSC, through town hall meetings, WhatsApp group messaging etc.
- Labor Unions should communicate to the employees and members to understand that the people are better with the Corporatization.
- The internal reform implementation team should clearly communicate belief and trust in the corporatization process.

1.6.2 External Stakeholders

There should also be effective communication between external stakeholders according to the internal stakeholder's communication plan.

- His Excellency, the Executive Governor should be seen to make pronouncements that will align every stakeholder to the OD reform recommendations, through the vested power in the reform implementation committee set up to oversee the entire process and hold the management team accountable at all times.

1.7 Internal Communications

Enablers/ Influencers (Key Stakeholders)	Messages	Key Communication Channels/Tools	Engagement Responsibility	Frequency	Commencement
Senior Management Team	<ol style="list-style-type: none"> 1. Leading and Championing the Change Process 2. Embracing the Mission, working towards the Vision and Living the Values 3. Strategic Planning and Implementation 4. Ensuring Focus on the Reforms Processes and Goals 	<ol style="list-style-type: none"> 1. Workshops (physical and Virtual) 2. Online Collaboration and Messaging Tools <ol style="list-style-type: none"> a. Microsoft Teams b. Zoom / Skype c. WhatsApp d. Microsoft Project 	General Manager	Fortnightly	31 st August 2020
AbSWSC Employees	<ol style="list-style-type: none"> 1. The Advantage of Corporatization 2. Working in the New Corporatized System 3. Performance-based is Possible 4. The Success of the New Corporation is a Collective Effort, not Management Alone 	<ol style="list-style-type: none"> 1. Townhall Meetings (Physical and Virtual) 2. Workshops and Trainings 3. Online Collaboration and Messaging Tools <ol style="list-style-type: none"> a. WhatsApp b. SMS (bulk) 4. Newsletters 	<ul style="list-style-type: none"> • Senior Management Team • Reforms Implementation Team 	Monthly Based on the Training Schedule	2 nd September 2020

Enablers/ Influencers (Key Stakeholders)	Messages	Key Communication Channels/Tools	Engagement Responsibility	Frequency	Commencement
Labor Unions	<ol style="list-style-type: none"> 1. AbSWSC Staff are Safe and Better with the New Corporation 2. The Management will Work Cordially with the Union and its Members 	<ol style="list-style-type: none"> 1. Meetings 2. Workshops and Trainings 3. Online Collaboration and Messaging Tools <ol style="list-style-type: none"> a. WhatsApp b. SMS (bulk) 	<ul style="list-style-type: none"> • Senior Management Team • Reforms Implementation Team • Labour Union Leaders 	Monthly	4 th September 2020
Reforms Implementation Team	<ol style="list-style-type: none"> 1. The Strategies and Policies are Workable 2. The Quick wins are Achievable 3. Keep the Management Accountable for the Implementations of Reforms Recommendations 4. Ensure that all Stakeholders are always on the same page 	<ol style="list-style-type: none"> 1. Physical and Virtual Meetings 2. Workshops and Trainings 3. Online Collaboration and Messaging Tools <ol style="list-style-type: none"> a. Microsoft Teams b. Zoom / Skype c. WhatsApp 4. Microsoft Project 	Reforms Implementation Team	Fortnightly	24 th August 2020

1.8 External Communications

Enablers/ Influencers (Key Stakeholders)	Messages	Key Communication Channels/Tools	Engagement Responsibility	Frequency	Commencement
The Executive Governor, Abia State	<ol style="list-style-type: none"> 1. The Management of the AbSWSC and Reforms Implementation Team have the capacity to manage and make the Corporatization project a success. 2. The Benefits of the Corporatization to the State Government and Citizens 3. Project Status Updates 4. Need to Act on Pending Issues Requiring Executive Actions (Passing of the Abia State Water Bill) 	<ol style="list-style-type: none"> 1. Memos 2. Meetings (Physical and Virtual & Presentations) 3. Conferences and Seminars (Physical and Virtual & Presentations) <ol style="list-style-type: none"> a. Zoom/Skype 	<ul style="list-style-type: none"> • Commissioner for Public Utilities and Water Resources • Permanent Secretary, MPU&WR • General Manager 	Monthly	26 th August 2020
Commissioner, Ministry of Public Utilities and Water Resources	<ol style="list-style-type: none"> 1. The Management of the AbSWSC and Reforms Implementation Team have the capacity to manage and make the Corporatization project a success. 	<ol style="list-style-type: none"> 1. Memos 2. Meetings (Physical and Virtual & Presentations) 3. Workshops and Trainings 4. Conferences and Seminars (Physical and Virtual & Presentations) <ol style="list-style-type: none"> a. Zoom/Skype 	<ul style="list-style-type: none"> • General Manager • Reforms Implementation Team 	Monthly	24 th August 2020

Enablers/ Influencers (Key Stakeholders)	Messages	Key Communication Channels/Tools	Engagement Responsibility	Frequency	Commencement
	2. The Benefits of the Corporatization to the State Government and Citizens 3. Project Status Updates				
Abia State House of Assembly Members (State Legislators). Members, House Committee	1. The Abia State Water Bill needs to be passed in earnest. 2. The Management of the AbSWSC and Reforms Implementation Team have the capacity to manage and make the Corporatization project a success. 3. The Benefits of the Corporatization to the State Government and Citizens 4. Project Status Updates	1. Memos 2. Meetings (Physical and Virtual & Presentations) 3. Conferences and Seminars (Physical and Virtual & Presentations)	<ul style="list-style-type: none"> • Commissioner for Public Utilities • General Manager, AbSWSC • Reforms Implementation Team 		

Enablers/ Influencers (Key Stakeholders)	Messages	Key Communication Channels/Tools	Engagement Responsibility	Frequency	Commencement
Head of Service (HOS)/Head of Abia State Civil Service	5. The Management of the AbSWSC and Reforms Implementation Team have the capacity to manage and make the Corporatization project a success. 6. The Benefits of the Corporatization to the State Government and Citizens 7. Project Status Updates	1. Memos 2. Meetings (Physical and Virtual & Presentations) a. Zoom/Skype 3. Workshops and Trainings 4. Conferences and Seminars (Physical and Virtual & Presentations) a. Zoom/Skype	<ul style="list-style-type: none"> • General Manager • Reforms Implementation Team 	Monthly	24 th August 2020
Permanent Secretary (PS) Ministry of Ministry of Public Utilities	1. The Management of the AbSWSC and Reforms Implementation Team have the capacity to manage and make the Corporatization project a success. 2. The Benefits of the Corporatization to the State Government and Citizens 3. Project Status Updates	1. Memos 2. Meetings (Physical and Virtual & Presentations) a. Zoom/Skype 3. Workshops and Trainings 4. Conferences and Seminars (Physical and Virtual & Presentations) a. Zoom/Skype	<ul style="list-style-type: none"> • General Manager • Reforms Implementation Team 	Monthly	24 th August 2020

Enablers/ Influencers (Key Stakeholders)	Messages	Key Communication Channels/Tools	Engagement Responsibility	Frequency	Commencement
Civil Society Organizations	<ol style="list-style-type: none"> 1. The Importance and Beauty of the Reforms and Corporatization Project 2. The Responsibility of Good Coverage and Accountability 	<ol style="list-style-type: none"> 1. Meetings (Physical and Virtual & Presentations) 2. Workshops and Trainings 3. Conferences and Seminars (Physical and Virtual & Presentations) <ol style="list-style-type: none"> a. Zoom/Skype b. WhatsApp c. Bulk SMS 4. Newsletters and Publications 	<ul style="list-style-type: none"> • General Manager • Reforms Implementation Team • Senior Management Team 	Quarterly	4 th September 2020
General Public	<ol style="list-style-type: none"> 1. The Importance and Beauty of the Reforms and Corporatization Project 2. The Responsibility of Good Coverage and Accountability 3. AbSWSC is here for Quality Service 	<ol style="list-style-type: none"> 1. Radio (Phone-in Program) 2. Television (Documentaries and Phone-in Program) 3. Newsletters 4. Bulk SMS 5. Website and Social Media Handles 	<ul style="list-style-type: none"> • General Manager • Reforms Implementation Team • Senior Management Team 	Weekly	1 st September 2020

Enablers/ Influencers (Key Stakeholders)	Messages	Key Communication Channels/Tools	Engagement Responsibility	Frequency	Commencement
AbSWSC Consultants and Contractors	<ol style="list-style-type: none"> 1. The Importance and Beauty of the Reforms and Corporatization Project 2. Value Proposition - Equal Opportunity and Transparency of all Processes 	<ol style="list-style-type: none"> 1. Meetings (Physical and Virtual & Presentations) 2. Workshops and Trainings (Physical and Virtual & Presentations) <ol style="list-style-type: none"> a. Zoom/Skype b. WhatsApp c. Bulk SMS d. Newsletters and Publications 3. Website and Social Media Handles 	<ul style="list-style-type: none"> • General Manager • Senior Management Team 	Quarterly	4 th September 2020

1.9 Reforms Implementation Initiatives – Internal Communication Strategies

S/N.	Communication Objective/Type of Desired Change	Target/Audience	Key Message(s) to be Developed	Communication Channel/Mode of Delivery	Action by: (Responsible Officials)	Resources/ Budget/Cost Estimates	Metrics of Feedback/ Evaluation: (Monthly, Quarterly, etc.)
1.	Inauguration and onboarding of Reforms Implementation Team (RIT)	GM and Senior Management Team	Focus on the Corporatization, New Core Ideology and the need to power the Strategies that can deliver the goals and strategic objectives.	Memo and Live Event	Project Sponsor	Responsible Officials and Management	Project Report
2.	Implementation of the New Organizational Structure	Senior Management and Middle Management	Human Capital Gap Assessment, Best-fit Placement and Strategic Recruitment.	Internal Memo and Townhall Meeting	Project Sponsor and RIT	Responsible Officials and Management	Monthly Report AbSWSC Structure Implementation Report
3.	Human Resource Information Management System Integration Project	Senior Management and Middle Management	Computerization of all employee related information for regularization and appropriate storage	Internal Memo Departmental Briefing	Project Sponsor and Human Resource Specialist	Responsible Officials and Management	Monthly Report AbSWSC HRIS Report
4.	New Employee Onboarding	Senior Management Team and Human Resource Management Specialist	Orientation on AbSWSC Core Ideologies, Strategies, Goals and Objectives, and Culture.	Invitation Letters Training Facilitation	Project Sponsor and Human Resource Management Specialist	Responsible Officials and Management	Monthly Report AbSWSC HRIS Report

S/N.	Communication Objective/Type of Desired Change	Target/Audience	Key Message(s) to be Developed	Communication Channel/Mode of Delivery	Action by: (Responsible Officials)	Resources/ Budget/Cost Estimates	Metrics of Feedback/ Evaluation: (Monthly, Quarterly, etc.)
5.	AbSWSC Performance Management Initial Meeting	Senior Management Team	The AbSWSC Corporate Strategies and Adopted Performance Management System.	Invitation via Internal Memo and Training and Capacity Building	Project Sponsor And RIT	Performance Management Specialist and all Responsible Officers	Monthly Report AbSWSC Balance Scorecard Report
6.	AbSWSC Performance Contract System Operationalization	Senior Management Team Project Manager	Performance is key; Target would be measured and become the bases for reward.	Internal Memo Townhall Meeting and Training	Project Sponsor and RIT	Performance Management Specialist And All Heads of Department	Monthly Report Weekly Performance Report Annual Report
7.	Monthly Performance Appraisal Meetings	GM and Senior Management Team	AbSWSC Balanced Scorecard; Target Performance and Rewards	Invitation by Internal Memo. Appraisal Meeting based on AbSWSC BSC.	Project Sponsor and Performance Management Specialist	Performance Management Specialist And All Heads of Department	Monthly Report Weekly Performance Report Annual Report
8.	AbSWSC Business Process Standardization Meeting	GM and Senior Management Team	AbSWSC Standard Operating Procedures (SOP) Operationalization	Internal Memo Training and Capacity Building	Project Sponsor and Human Resource Management Specialist	Responsible Officials and Management	Monthly Report AbSWSC SOP Report
9.	Computer and Technology Skills Acquisition Programs	All AbSWSC Employee	The World has gone Digital and AbSWSC must be compliant.	Internal Memo and Training and Capacity Building	Project Sponsor and Human Resource Management Specialist	Responsible Officials and Management	Monthly Report AbSWSC HRIS Report

S/N.	Communication Objective/Type of Desired Change	Target/Audience	Key Message(s) to be Developed	Communication Channel/Mode of Delivery	Action by: (Responsible Officials)	Resources/ Budget/Cost Estimates	Metrics of Feedback/ Evaluation: (Monthly, Quarterly, etc.)
10.	Gender Equality and Mainstreaming	All AbSWSC Employee	“All human beings are born free and equal in dignity and rights”.	Internal Memo Training and capacity building Printed Materials	Project Sponsor and Gender Specialist	Responsible Officials and Management	Monthly Report Annual Report
11.	Quarterly Infrastructure Review Meeting	Senior Management Team and Zonal Managers	All AbSWSC Pipeline and Water Resource Infrastructure are in good shape	Internal Memo SMS Meeting	Project Sponsor and Head of Department Administration	Responsible Officials and Management	Monthly Report Annual Report
12.	Monthly Business Meeting	GM and Senior Management Team	AbSWSC Balanced Scorecard; Target Performance and Rewards	Invitation by Internal Memo. Appraisal Meeting based on AbSWSC BSC.	Project Sponsor and State EWASH Team	Senior Management Team and All Heads of Department and Key Units	Monthly Report Weekly Performance Report Annual Report
13.	Labour Relations and Employee Welfare Review Meeting	Labour Unions, Senior Management Team	Matters Arising and Management Appraisal	Invitation by Memo, Email, SMS and Other Social Media Platforms	HOD Administration, Labor Union Specialist and Human Resource Specialist	Responsible Officials and Management	Quarterly Report

I.10 Change Management Implementation Initiatives – External Communication Strategies

S/N.	Communication Objective/Type of Desired Change	Target/Audience	Key Message(s) to be Developed	Communication Channel/Mode of Delivery	Action by: (Responsible Officials)	Resources/ Budget/Cost Estimates	Metrics of Feedback/ Evaluation: (Monthly, Quarterly, etc.
1.	Putting AbSWSC Critical Information in the Public Space	All Reforms Project Stakeholders The citizens and legal residents in the State.	AbSWSC is back and better; Ready to serve the State	Internet & Mass media: AbSWSC Website, All Social Media Platforms, State owned Mass Media Platforms	Project Sponsor, HOD Corporate Communications and Brand Specialist	Brand and Social Media Specialist Content Development and Branding	Monthly Report Annual Project Report
2.	Adverts – Recruitment and Procurements	All Reforms Project Stakeholders The citizens and legal residents in the State.	Vacancies and Requests for Proposals. Equality, Equity, Transparency and accountability	Internet & Mass media: AbSWSC Website, All Social Media Platforms, State owned Mass Media Platforms	Project Sponsor, HOD Corporate Communications and Human Resource Management	Social Media Specialist	Monthly Report Annual Project Report
3.	AbSWSC Customer Relationship Engagement and Management	All Reforms Project Stakeholders The citizens and legal residents in the State.	Flowcharts and Infographics of Customer Enrolment Process, Complaints Management, Bill and Billing and Payment	Print Media and Internet – Newspaper adverts, Social Media Phone call-in programme, Dedicated Phone Lines	Project Sponsor and HOD Commercial and HR	HR and Social Media Specialists	Monthly Report Annual Project Report

			Platforms				
4.	AbSWSC/EWASH Public Awareness – The Impact of Water and Sanitation on Economic Development	All Reforms Project Stakeholders The citizens and legal residents in the State.	Water is Life and AbSWSC is working to ensure the Abia State citizens and residents have access to potable water.	Invitation by Mass Media (Television and Radio), Social Media, Mails and SMS	Project Sponsor and Corporate Communications	Responsible Officer and Management	Monthly Report Annual Report
5.	CSR and Media Parley (Quarterly)	Civil Society Organizations, Press and Media Houses	Accountability to the Public	Invitation by SMS, Email, WhatsApp and other Social Media Platforms	HOD Corporate Communications	Responsible Officials and Management	Monthly Report Annual Report
6.	Annual General Meeting	AbSWSC Board of Directors, GM, Senior Management Team, RIT, All Stakeholders	Annual Performance; Success, Challenges, Prospects.	Invitation by Memo, Letters, Mail, SMS, Social Media, Print Media and	GM, HOD Corporate Communication and Senior Management Team	Event Management Company, Printing, Refreshment and Publicity	Annual Report
7.	Quarterly Board Meeting/Briefing	AbSWSC Board of Directors and Senior Management Team	Performance Appraisal; Success, Challenges and Prospects.	Invitation Letters, Mails and SMS.	GM and HOD Corporate Communications	Refreshment, Lodging	Quarterly Report and Annual Report