



Partners for Water and Sanitation

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DFID Department for International Development



**Federal Public Services Reform Programme:
Federal Capital Territory Water Board Structural
Assessment and Capacity Requirement
(86 NIG)**

TECHNICAL REPORT

Submitted by:

**Chris Chambers (Wessex Water, UK)
Gabriel Ekanem (PAWS, Nigeria)**

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LIST OF ACRONYMS

AMMC	Abuja Metropolitan Management Agency
AMR	Automated Meter Reading (System)
CBO	Central Budget Office
DFID	Department for International Development
FCC	Federal Capital City
FCDA	Federal Capital Development Authority
FCT	Federal Capital Territory
FCTA	Federal Capital Territory Administration
FCTWB	Federal Capital Territory Water Board
FEEDS	FCT Economic Empowerment and Development Strategy
FPRSP	Federal Public Service Reform Programme
MDGs	Millennium Development Goals
MIS	Management Information System
NAFDAC	National Agency for Food and Drugs Administration and Control
NGOs	Non-Governmental Organisations
MFCT	Ministry of Federal Capital Territory
OFWAT	Office of Water Regulation - UK
PAWS	Partners for Water and Sanitation
PEST	Political, Economic, Socio-cultural and Technological
PSR	Public Service Reform
SERVICOM	Service Compact with all Nigerians
SLGP	State and Local Government Programme of the DFID
SON	Standard Organisation of Nigeria
STCS	Staff Terms and Conditions of Service
STDA	Satellite Towns Development Agency
SWOT	Strengths, Weaknesses, Opportunities and Threats
WEDC	Water Engineering Development Centre – Loughborough University
WHO	World Health Organisation



1.0 EXECUTIVE SUMMARY

The purpose of this report is to assess the existing structure of the FCT Water Board with respect to its mandates and goals, in support of recommendations for a restructuring plan and human capacity requirements for effective service delivery. The report will conclude with a recommendation for a change management and capacity development plan for the FCTWB. The assignment forms part of the support to The Federal Public Service Reform Programme (PSR) to service delivery improvements in the Water Board. This report outlines the main findings within the Water Board based around a report on the Institutional Assessment for the FCT Water Board undertaken in October 2007, and meetings with FCTWB director, managers and senior staff.

The report was carried out by Partners for Water and Sanitation (PAWS), and focused on the Human Resource Capacity Development within the organisation. The team comprising of the Nigeria country manager, the PAWS UK project manager and was lead by a PAWS partner from Wessex Water, UK. The PAWS Partner was selected to lead the report based on expertise within organisational development, business transformation and commercial management.

The assessment reviewed the organisations position on the change management cycle, and the FCTWB's ability to move to a sustaining environment, by making recommendations aimed at improving performance and service delivery.

In the course of the assignment the team meet with FCTWB managers, department and unit heads and senior staff. These meetings were largely informal, covering such areas of current business challenge, working relationships, methodologies that teams were employing to meet increasing demands and also considering the teams' opinions of potential barriers facing departments and the organisation. In addition to these meetings, wider discussions to support the context of the work with other agencies involved in Federal reform and water provision were included in the research. Based on this consultation and best practice research, the findings obtained were reviewed and presented as recommendations of the assessment.

An overview presentation was given at the end of the PAWS visit to brief FCTWB management and the core federal reform team (PSR) on the findings and recommendations. Comments made by the management and staff of FCTWB and PSR in response to the presentations have been covered in the report.

Some of the recommendations of the assessment are the following:

- To expand the current departmental budgetary and action plan process into a business plan and a structured road map for the FCTWB.
- To define and implement a summary of core measures to clearly show performance, giving visibility of the challenges and successes of the FCTWB
- To carry out a staff attitude survey on the perception of the FCTWB, to establish a base line of the current organisational culture, and prioritise action areas.
- The continued formalisation of management reporting and corporate governance processes within the FCTWB to assist staff with the internal operational structures within the organisation



- To develop a Risk Register and Risk Management Assessments for the FCTWB, to support staff in the understanding of risk and process management
- Continue to review and develop the Federal Structure and legal framework within which the FCTWB operates, including the potential role of a state and/or national regulatory agency to monitor the provision of water services.
- Continue to review and develop the Federal Structure and legal framework within which the FCTWB operates, including the potential role of a state and/or national regulatory agency to monitor the provision of water services.
- Review and define the FCTWB's operating mandate, in relationship to the ability to deliver within the current frameworks, and develop a water policy to clearly outline the role and responsibilities of FCTWB.
- To continue to assess the impact on human capacity from changes within the Federal Structure and legal framework within which the FCTWB operates, including the potential role of a state and/or national regulatory agency to monitor the provision of water services.

2.0 INTRODUCTION

The Department for International Development (DFID) is supporting a civil service reform process in Nigeria's Federal Government through the Federal Public Service Reform Programme (FPSRP). The purpose of the FPSRP is the development of a federal public service reform programme to make progress towards a service that is affordable, properly resourced, well structured and appropriately sized, efficient and effective. The main outputs of the programme are to:

- Support the restructuring of ministries to improve performance;
- Support ministries to demonstrate the benefits of reform;
- Strengthen central civil service institutions to make a positive contribution to the reform process;
- Improve the coordination of Technical Assistance; and
- Learn and disseminate lessons.

A key challenge of these assignments is therefore to present reform as being about more than cost savings and job cuts. The Federal Capital Territory Administration (FCTA), which fulfils many of the functions of a State government in Nigeria's federal system, is the key service provider for the Abuja area. These assignments relates to the support to service delivery improvements in the FCT Water Board. The Director of the Water Board is championing the reform within the Water Utility and has requested support from DFID in addressing the many challenges facing the organisation, and DFID has agreed to provide support in the areas of policy development, data management, financial management, information management and institutional reform.

Partners for Water and Sanitation (PAWS) works with developing countries providing unrivalled knowledge and expertise to help them supply clean water and adequate sanitation to their population. An innovative not-for-profit initiative, the partnership has members from three sectors: government, private enterprises ranging from water companies to engineering groups, and NGOs such as WaterAid, Tearfund and a trade union. This allows the partnership to draw from the widest possible range of expertise to rapidly respond to each unique challenge and to help local African partners develop and strengthen capacity and build truly sustainable solutions.



Each partner brings a unique set of skills and expertise. These are matched with a wide range of potential needs identified with partnering countries at a national or local level, working alongside their existing water and sanitation programmes. The emphasis of partner involvement is on-the-ground capacity building, such as knowledge transfer, to ensure the sustainability of each project and to encourage any lessons learned to be shared and used again throughout the region.

More information on the PAWS partnership is available at www.partnersforwater.org and information on PAWS partner Wessex Water is available at www.wessexwater.co.uk

The terms of reference for PAWS is to support the Federal Public Services Reform Programme (FPSRP) of DFID and the Federal Capital Territory Water Board (FCTWB) in the implementation of the institutional reform of the FCT water utility. This is in line with the PAWS strategy of working in partnership with existing donor projects supporting institutional reforms in Africa.

The PAWS project terms of reference (See Appendix 1), in summary, requires a report on the existing FCT Water Board in line with international best practice for water utilities, recommending a restructuring plan, human capacity requirements, change management plan and capacity development for effective service delivery, to support:

1. The FCTWB and the FPSRP to conduct institutional assessment and restructuring of the FCTWB for effectiveness
2. Improve the human capacity of the FCTWB for sustainable operations and management
3. Improve the efficiency of the FCTWB in delivering water supply services to the FCT district and rural areas.

The objectives of the PAWS support are to:

1. Assess the existing structure of the FCT Water Board with respect to its mandate and goals.
2. Recommend a restructuring plans and human capacity requirements for the effective service delivery.
3. Recommend a change management and capacity development plan for the FCTWB.

The scope of the PAWS support:

The FPSRP support to FCTWB has been broken down into eight different segments. The PAWS scope is to support the 3rd Sub segment of 2nd Segment – Institutional Assessment

The 2nd Segment – Institutional Assessment

1st Sub segment – Customer view and assessment of FCTWB – implemented by SERVICOM

2nd Sub segment – Performance, relationship with other institutions, legal and policy issues, political issues, culture issues statutory responsibilities and human and financial resources.

3rd Sub segment – Assess the existing structural capacity to meet the demand, compare the structure with utilities in the UK, and make recommendations on the restructuring and capacity requirements.



Focusing on:

- The demonstration of the position of FCTWB on the change management cycle
- The evidence of change management delivery within FCTWB. ie communication, etc
- The extent to which the FCT Water Board is required and enabled to operate to deliver the mandate;
- Evidence that management and senior staff can demonstrate organisational and department performance inline with FCTWB goals;
- Evidence of capacity development activities within the existing structure;
- The implications of key policy and institutional changes, and the ability of the internal resources to adapt to a changing environment;

The inputs in the assignment were made by the following team:

- Chris Chambers: November 26 – 30,2007
- Nyananso Gabriel Ekanem: November 26 – 30,2007

The input required and the process followed complied with the terms of reference. This report documents the work undertaken by the team in carrying out the assignment and also summarises the tasks as well as the outcomes and recommendations.

The assignment was carried out at the offices of PSR and FCTWB in Abuja.

3.0 PROCESS FOLLOWED AND WORK DONE

3.1 APPROACH AND METHODOLOGY

At the commencement of the assignment the PAWS Project Manager, In-Country Manager (Nigeria) and project lead partner discussed the objectives of the assignment, the context of the work and the expected deliverables. In the course of the project every effort was made to utilise the knowledge that PSR had already collected, clarify understanding of the Water Board through interaction with the organisation and reducing the level of duplication of activities.

After a desk review of documents relating to the water utility and government reform provided by WEDC and PSR, an initial meeting with the FCT Water Board (FCTWB) and senior management supported a preliminary overview of the organisation, context and scene setting for the project and introductions. Subsequently, several meetings were held with department and unit heads and senior staff.

In conjunction with these meetings, research of best practice and benchmarking of industry leaders, including UK and global water utilities, together with other high performing sectors have been used to support the recommendations.

No meetings were held with other stakeholders, although comments included in the PSR report on Institutional Assessment of the FCT Water Board – October 2007 have been included:



Organisations and individual included in PSR's assessment included:

- Federal Capital Development Authority;
- Federal Ministry of Agriculture and Water Resources;
- Abuja Environmental Protection Agency;
- Satellite Towns Development Agency;
- SERVICOM Office, The Presidency;
- Non-Governmental Organisation – Partners for Water and Sanitation (PAWS);
- Banks used as revenue collection outlets by FCTWB;
- Private water consumers in the FCT.

3.2 INITIAL DEBRIEF

At the conclusion of the PAWS visit to Abuja, a presentation was made to the FCTWB and PSR teams on the assessment findings and recommendation. The presentation gave an overview of the history of the UK water sector (Appendix 4), core themes of the business challenge, assessment findings, summary of the FCTWB's position within the change management cycle, proposed way forward, recommendations supported by processes actions and outline of a development plan.

In attendance at the presentation were the management and staff of the Water Board and representatives of the FPSRP. Comments made have been included in this final report.



4.0 ASSESSMENT

The assessment consists of a detailed report of the findings, including recommendations for a change management and capacity development plan for the FCT Water Board, to improve human capacity to support a sustainable operations and management environment to deliver effective and efficient delivery of water supply services to the FCT district and rural areas. These are presented in the sections below.

4.1 BACKGROUND

4.1.1 BRIEF HISTORY AND MANDATE

The FCT Water Board was established in October, 1989 from the Water and Sewerage Unit of the Engineering Department of Federal Capital Development Agency (FCDA). It was transferred to the Federal Capital Territory Administration (FCTA) from what used to be known as the Ministry of Federal Capital Territory (MFCT).

At its creation, the Water Board was given the following mandates to fulfil in providing potable water for the residents of the Federal Capital Territory (FCT).

- To control, manage, install, maintain all water works and services vested or to be vested on the Board by the Minister;
- To ensure the supply of potable water of adequate quantity and quality for the Territory;
- To harness all water resources of the Territory for economic development;
- To encourage the conduct of research for the purpose of carrying out its functions;
- To submit the result of such research to the Minister for policy formulation relating to water supply and pollution control in the Territory.

This mandate appears to cover the core responsibilities that a water supply organisation would be expected to deliver, although breaking this down into the core responsibilities are:

To Develop, Manage and Control Water Resources within
the Federal Capital Territory at Economic Rates

Including:

Installation, Maintenance and Security

Distribution and Billing

Service, Quality and Performance

Strategy and Policy

Research and Sustainability

The important questions to be asked here are:

- Does the FCTWB have the required influence and power to deliver against this mandate in the current structure?



- What power does it have over water resources, including source protection?
- What power does it have to raise capital to install new plant?
- What influence does it have in the design, construct and commission processes prior to handover?
- What power does it have to protect its distribution network?
- What power does it have with regards billing and debt collection?
- Where in the current external structure are the FCTWB target set and monitored?
- Are the Strategy and Policy for water supply in the FCT appropriate and have they been communicated?
- What are the practical impacts on the FCTWB being designated as a Mission Critical agency in the current reform agenda of the FCTA?
- What are the potential effects from other activities across the wider Federal Public Service Reform Programme Reform?

Due to the potential complexity of some of these areas it is recommended that the FCTWB challenge is broken down into four core business themes.

Core Business Themes:

- 1 Policy and Federal Responsibilities
- 2 Technical Infrastructure Capability
- 3 Customer & Stakeholder Relationships
- 4 Human Resource Capacity Development

Each of these business themes will involve a cross section of FCTWB management and staff, a range of stakeholders and a variety of skills to meet the challenge ahead. Although, these themes are not mutually exclusive, there are benefits from moving each forward at their own pace.

Examples of benefits from moving each theme forward independently:

- Some themes could be delayed by legislation
- Customer Relationship issues could highlight Technical Infrastructure requirements
- Increased human capacity may support increased federal responsibility
- Technical capability may highlight human capacity requirements

Most important is that the FCTWB is already promoting improvements across the organisation. It is imperative that these initiatives are included within a structured programme, to give focus to activities, maintain motivation and passion, while removing duplication and the risk of initiative overload.



4.1.2 STRUCTURE, LEGAL STATUS AND OPERATIONAL AUTONOMY

4.1.2.1 EXTERNAL ENVIRONMENT

The FCT Water Board was not set up by a law. It began operation based on a pronouncement by a former Minister of the FCT. There is no legal framework governing its operations. Consequently, the organisation is not a legal person. It can not sue and cannot be sued. An effort had been made to enact law for the Board by the administration that handed over in May 2007. This led to the drafting of a law which was passed by the National Assembly. However, the President did not assent to the law by the end of the tenor of the administration.

The management of the Water Board believes that the current situation provides an opportunity to further revise and up-date the draft to make it more effective. In the meantime, management is of the opinion that operations of the Board are covered by The FCT Act. However, this law is not suitable for the pursuit of commercial and financial sustainability by the Board.

Despite its name, a Governing Board has never been constituted to supervise the management. FCTWB is headed by a Director who is directly accountable to the Minister of FCT. The organisation does not have operational autonomy. Ministerial intervention is currently unpredictable. Powers, roles and obligations of the Minister on one part and management of the Board on the other part, are not formally specified. Due to the absence of a Governing Board, management is not shielded from political interference and patronage.

Currently, there is no water policy which clearly sets out the goals for the delivery of water in the FCT or the strategies to implement to achieve the goals. Such policy would define service delivery coverage expected of FCT Water Board in the Federal Capital City (FCC), satellite towns and rural areas within FCT.

There is also currently no regulatory body in Nigeria to oversee the operations of water delivery agencies. A monitoring team from the Public Health Department of the Federal Ministry of Health carries out periodic tests of water provided for consumption by members of the public. For this purpose, the department set up six laboratories in the different geo-political zones in the country. Stakeholders that are discussing the possibility of regulating water and sanitation services in the country are Federal Ministries of Health, Environment and Water Resources as well as Standard Organisation of Nigeria (SON), National Agency for Food and Drugs Administration and Control (NAFDAC) and State-owned water providers.

FCT Water Board carries out self regulation by ensuring that the quality of its water meets World Health Organisation (WHO) standards. The existence of an external regulator in water and sanitation services could provide an independent set of standards on the quality of water for consumption. Such a body would require the powers to enforce compliance with standards and impose sanctions.

There are a number of points to be clarified before an independent regulator could be appointed.



- What sort of regulatory framework could work within Nigeria?
- Should it operate nationally or locally?
- What role and influence would be required to work effectively along side other Government bodies?
- What roles and responsibilities are required to support improved capital development and service delivery?
- What requirements are needed to be in place at the state water board levels?

Regulation across utilities such as Telecoms, Water, Gas and Electricity has evolved across the UK over the last 20 years. There is an opportunity for Nigeria to learn from the knowledge gained in the UK and globally, to jump the queue on the learning curve, although care must be taken to ensure that culture, national infrastructure and authority are appropriate to support any adopted framework.

It is recommended that this area forms a key element of the Policy and Federal Responsibilities theme and the work carried out by PSR

4.1.3 ORGANISATIONAL STRUCTURE AND CORPORATE CULTURE

The Current Organisational Structure of the FCT Water Board is arranged around its core functions. The current structure is as depicted in Appendix 2:

This structure reflects the changes following the right-sizing exercise in November 2006, and has evolved with the formation of new areas.

In terms of internal institutional arrangements, the organisational structure shows that FCT Water Board has seven Departments, namely: Quality Control; Administration and Supplies; Commerce and Customer Services; Finance and Supplies; Rural Water Supply; Distribution; and, Reservoir, Production and Transmission. The Board also has five stand-alone Units. These are Legal; Internal Audit; Public Relations; Management Information System (MIS); and Planning, Research and Statistics.

A preliminary assessment of the existing organisational structure shows that there is a clear link between the Mandate, core functions (as outlined in the preceding section) and the functions carried out by Departments and Units.

There are departmental budgets, action plans and targets to improve water services with the Federal Capital Territory

However, there is evidence and support from FCTWB managers and senior staff that optimisation of the business has not yet been achieved

There are weaknesses with regard to institutional capacity, documentation of processes, and formalisation of procedure, reporting structures, risk management etc.....



These inadequacies can increase the risk of:

- Overlap/Duplication of Activities
- Unclear roles and Responsibilities
- Structural Fragmentation

It is important that the FCTWB manages these areas to ensure that resource are best utilised on the challenges ahead

Leadership and Corporate Culture

The initial focus for meetings with the board and senior staff was to understand the view of management on the challenges facing the FCTWB, where the organisation is on the change management cycle and its ability to move forward.

In this brief assessment, the FCTWB management and senior staff demonstrated:

- That FCTWB managers and staff are passionate about their business
- An openness and honesty to discuss their business, it's challenges and successes
- A good understanding of the importance of communication in the change process
- A drive to move the business forward

Changes to the organisational structure could demonstrate a quick and visibly change within the FCTWB; however, these are only likely to address a relatively small area of organisational performance. There is evidence that the right-sizing exercise has acted as a catalyst in the change process, although ability to make continued change will be supported by systems, processes and institutional frameworks development. The issues relating to leadership and corporate culture will have an immense impact and are fundamental in the change process.

Consultations with the management team in FCTWB clearly show that the Director is a driving force towards change. To ensure that the Water Board responds effectively to the needs of customers and stakeholders, the Director has openly advocated "an open door" policy. This is even reflected in the way he encouraged the Board's website to be used as a tool for communicating with customers, staff and other stakeholders. To embed his management style, senior managers have become more visible and accessible. Overall, in terms of putting organizational values into practice, the Board's Director continues to exert his authority by instilling discipline and inculcating a sense of duty in everything that staff are expected to do. In this respect, his aspirations are promoted via behaviours in various ways:

- Committing to openness and transparency in information and data sharing, decision-making and use of resources;
- Striving for public good and excellence in service delivery; and,
- Promoting good relationships within the Board, with customers and stakeholders.

Internally, management and departmental meetings are held weekly whenever possible in order to discuss programmatic and other service delivery issues. The meetings are also used to shape the moral, social, and behavioural norms of his management team and inspire them to embrace excellence and service-oriented values.



The continued challenge, however, is to embed the values throughout the management team and across the whole organisation. During discussions with Departmental Heads, it was easy to see a break away from traditional civil service culture, although there is still evidence that the federal structure and policies are acting as a barrier to make a clear break to a new commercial environment. There is little tradition of innovation, developing initiative and risk management on the part of individuals. There are exceptions, with positive evidence where people have promoted innovative ways of managing the challenges faced – for instance, in the Commerce, and Reservoir, Production & Transmission teams.

The challenge therefore, is to ensure that this momentum is continued and that leaders remain energized to engage and enable the organisation to move forward. This will require the organisation to be clear on its objective, goals and targets as it demonstrates the benefits of change.

4.1.4 VISION, MISSION, GOALS AND OBJECTIVES

Vision and Mission Statements

The organisation's vision statement depicts the big picture. The word vision means the conception of an image. The vision says where it is the FCTWB want to go.

The FCTWB Vision statement is:

“To be a world class utility provider offering excellent services and which is uncompromising in the quality of its product – “Potable Water”.

The Mission Statement flows directly from the vision statement. It is the implementation of the vision and it outlines what must happen to realize the vision. It's a “how-we-will-get-there” guide that contains action words and adjectives that modify them.

The FCTWB Mission statement is:

“Our business is to provide the residents of the Federal Capital Territory with good quality water through exceptional service delivery and a highly motivated workforce in order to engender public confidence at all times”

The website and SERVICOM charter versions of both the vision and mission statements have been identified as the correct versions as promoted by the organisations.

The Vision and Mission Statements contained in the SERVICOM charter are clearly displayed in the Water Board's corridors and offices, and this is particularly the case at the headquarters, demonstrating good management practice. What is critical, though, is to ascertain whether the Statements as well as their implications have been internalised by staff.

From random interview carried out in the PSR October 2007 assessment, a cross section of staff (junior staff to Head of Department) revealed significant gaps in perception, knowledge and understanding of the Water Board's Vision and Mission. Even though most of the employees



interviewed (especially at headquarters) were aware of the existence of the two Statements, they were unable either to recite them or at least indicate the key words stipulated therein. What was more surprising is that even at senior management levels, some people were of the view that the Vision and Mission Statements only serve the operational needs of SERVICOM, Customer Services and the newly created Planning, Research and Statistics Unit.

This suggests that the key outputs of the FCTWB have not been translated from the vision and mission into tangible goals, objects or targets identifiable at a department or individual level. This is not a surprise when we consider where the FCTWB are on the change management cycle.

There is a core piece of work required to define the critical factors within both statements;

- What are the measures that define a “world class utility provider”?
 - Current performance status in Nigeria / Africa?
- How do you quantify FCTWB’s “*offering excellent services*”?
- Where are the FCTWB on the “exceptional service delivery” chart?

Once this has been defined and articulated into goals, targets and measures at the organisational level, these can be cascaded to department targets, before finally being translated into person targets, development plans and performance measures.

Core Values

Core Values help drive the conduct of an organization and guides the development and implementation of its policies and the way services are delivered.

The FCT Water Board’s SERVICOM Charter shows that Core Values are stated, but are expressed in terms of *responsibilities* to customers. However, core values are not supposed to exclusively focus on customers, it is necessary to ensure that at least three areas are covered, and these are:

1. People: the why the FCTWB treat its employees and customers;
2. Processes: the way the FCTWB is managed, how decisions are made, and how its services are provided
3. Performance: the why the FCTWB specifies customer and stakeholder expectations concerning the responsibilities and quality of its product and services.

The task of developing a corporate culture supported by core ethics of staff behaviours and conduct to achieve the corporate vision for customer, stakeholder service and performance goals is a long and structured process. A route map to achieve this evolves from the clarity given by the leadership and direction of the organisation, as it meets the demands of the changing environment it operates.

With the potential for change in the external environment of the FCTWB as a result of Federal reform, changes in policy and the roles of other agencies within the water supply sector, the focus for human capacity development within the FCTWB should be on leadership and the clarification and definition of its mandate, performance and targets. With these in place structural changes will be driven by the board’s requirement to respond and adapt to changes within the environment it operates.

4.1 EVALUATION

During the 2 day visit to the FCTWB, we met with the FCTWB director, members of the management team and senior staff.

Over this brief period, there was a real feeling that:

- FCTWB managers and staff are passionate about their business
- There was an openness and honesty to discuss their business, it's challenges and successes
- There is a good understanding of the importance of communication in the change process
- There is a drive to move the business forward

4.2.1 CHANGE MANAGEMENT CYCLE

The Change Management Cycle in figure 1 shows the 8 stages of organisational change, summarised up into 3 key phases

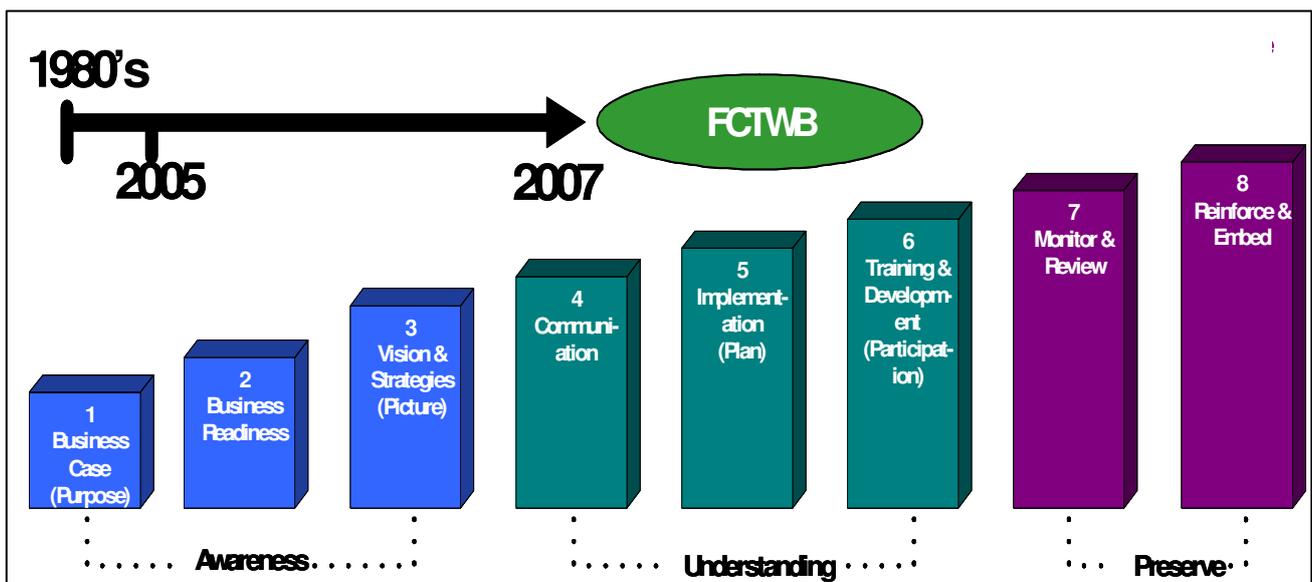


Figure 1. **CHANGE MANAGEMENT CYCLE**

Awareness

The organisation is creating a climate for change.

- The business case creates a momentum for change across the organisation by communicating a compelling case for change
- Business readiness identifies the right individuals in the organisation to take a leading role in driving the change programme
- Vision and strategy confirm stakeholder expectations and develops a message which will engage and excite them



Understanding

Engaging and enabling the whole organisation.

- Communication for buy-in to share the vision, build understanding, encourage feedback and involve the entire organisation in achieving the goal
- Implementation plan cascades responsibility for making changes happen, providing the training and support the needs for individuals to contribute
- Training and Development identifies opportunities to achieve tangible results which the organisation can celebrate and so demonstrate change is a reality

Preserving

Implementing and sustaining change.

- Monitor and review to reinforce the business case driving the change programme to help leadership and the wider organisation continue to prioritising change objectives
- Reinforce and embed sustained change achieved by aligning performance metrics and HR processes to the new operating conditional and by implementing a capability transfer

4.2.2 EVIDENCE

Based on conversations and meetings with FCTWB managers and staff, their comments were plotted on the change management cycle to indicate the FCTWB's progress, an extract of these comments are shown in table 1.

The conclusion, the comments and actions within the organisation, suggest that the FCTWB is in the understanding phase of the Change Management Cycle (figure 1), with strong evidence that it is on the implementation plan stage.

This stage focuses on developing a greater understanding amongst people in the business of how the changes will affect them. Much of this is driven through a level of involvement from people in the business on key design decisions. Much of the success of any major change lies in successful transfer of ownership from the early leaders to the operational business. This is also the stage where the programme needs to identify and influence those individuals in the management structure who will play an integral role in ensuring that the new processes and systems are adopted and used to drive out benefits.

There is additional evidence to show that the FCTWB has only moved into this phase recently,

“There has been a real change in the way we work in the water board over the last 2 years..... if we had made this change 20 years ago , people would be coming to see us for how it is done...”

This quote from a senior manager helps demonstrates that there is a momentum for change within the organisation. Although, if this momentum is not translated into tangible benefits the organisation could stall, meaning that it would need to re-launch the change process.



Table 1: The comments and actions arising from the meeting fell into a number of categories, an extract of these are summaries below:

Comments and Action	Business Case	Business Readiness	Vision & Strategy	Commun - cation	Implement - ation	Training Develop ment
Re launch of the FCTWB staff Digests – October 2007	-	-	-	YES	-	-
Stakeholders meeting each Saturday with Customers and Staff	YES	YES	YES	YES	-	-
New Bore holes to protect the network from damage by the “poorer” resident	-	-	YES	-	-	-
Staff seminar, including staff awards, scheduled for December 2007	-	YES	YES	YES	-	-
Clear understanding of departmental responsibility in the customer and stakeholder relationship process	-	YES	YES	YES	-	-
AMR – 30,000 units as part of the customer enumeration exercise	YES	YES	YES	YES	-	-
Quality control testing from the source to the tap	-	YES	YES	YES	-	-
80% of the finance process is computerised with plans for 100% in 2008	YES	YES	YES	YES	YES	-
Action plans and financial budget challenge process underway for 2008	YES	YES	YES	YES	-	-
FCTWB has gained independence status outside of the newly formed AMMC	-	YES	YES	YES	-	-
Operations & Engineering managers are proposing and active in the process of development of capital projects in future investment plans	-	-	YES	YES	YES	-
Operations are working with third parties on the quality and availability of future water sources	-	-	YES	YES	YES	-
Plans to relocate to new office accommodation within the next two years	-	YES	YES	YES	-	-

4.3 DEVELOPMENT PLAN

4.3.1 Human Capacity

The director of the FCTWB Engineer K.A. Ali FNSE - has clearly stated that building human capacity within the water board is a key requirement to support sustainable business improvement for the future. His quote in the foreword for the re-launched FCTWB staff Digest - October 2007, supports these benefits.

“Knowledge, it is often said is power. This implies that every man owes himself the debt of acquiring sufficient knowledge to remain relevant in life. The good news is that there is no limit to the amount or kind of knowledge one can acquire or even the age at which one can keep learning”.

4.3.1.1 Sustainable Business Improvement

Sustainable business improvement, although largely couched on the benefits from the development of human capacity, is measured and assessed across a much wider portfolio of indicators. The organisations ability to develop capabilities will on transfer to enhanced position if they are able to correctly influence key business drivers. This can be depicted on the chart below (Figure 2.).

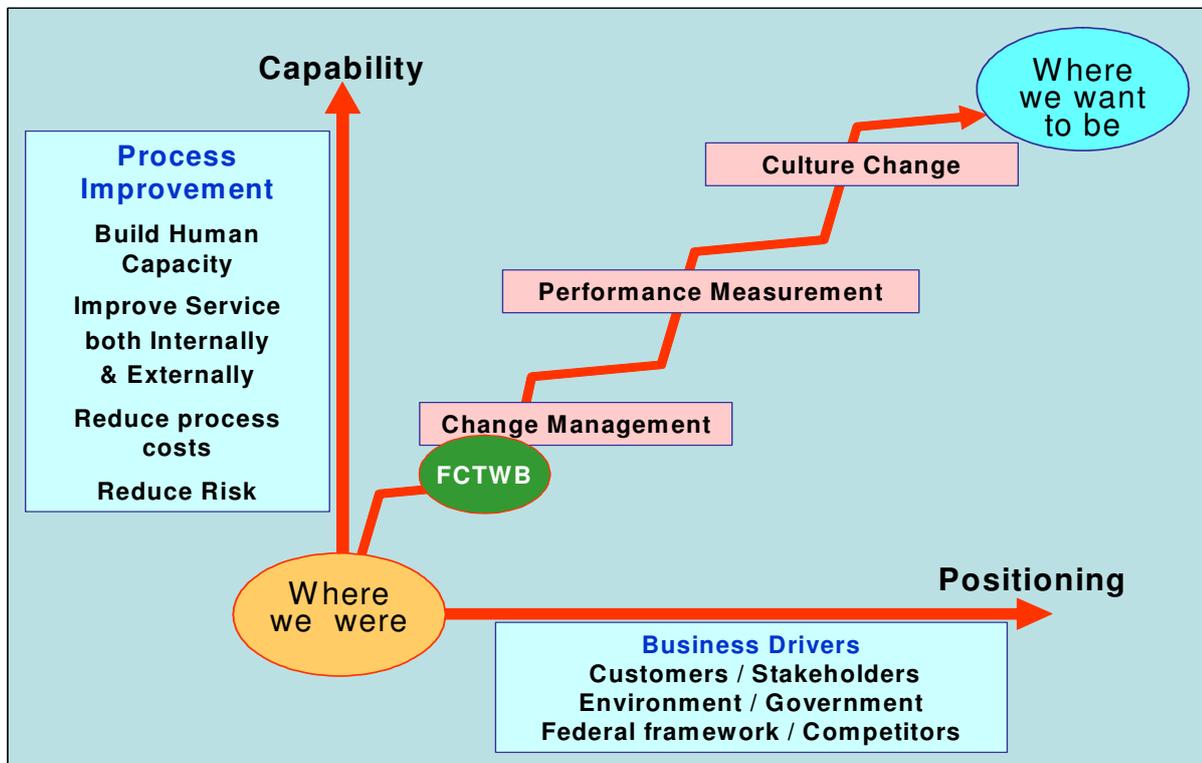


Figure 2. BUSINESS IMPROVEMENT CHART



The FCTWB faces a challenging journey, with barriers and pitfalls littering its path. It is important that over this journey the organisation is focused on the objective, and more especially the milestones along the way. These milestones will demonstrate achievements across the four core business areas

- 1 Technical Infrastructure
- 2 Policy & Federal Responsibility
- 3 Customer and Stakeholder Responsibility
- 4 Human Resource Capacity Development

An example of Capability questions are::

- Which areas of the organisation are struggling?
- Where can we rebalance resources to enhance service levels?
- Are key parts of the structure operating effectively?
- Which activities add value?
- Where do we need to prioritise human capacity development?
- How close are we to have a world leading utility?

and Positioning questions

- Are we meeting our external targets and stakeholder expectations?
- What level of service can we afford to deliver to our customers?
- On which customers / stakeholders should we focus our activities?
- How do we improve customer / stakeholder perception?

During this process of business improvement the organisation is likely to require additional support and assistance. This may be in the form of training, research, technical knowledge, independence assessments, mentoring or guidance. In each case the FCTWB will need pre evaluate how this aligns with the in-house resources pool, to ensure both the knowledge transfer and human capacity growth



5.0 RECOMMENDATIONS

5.1 THE WAY FORWARD

The FCTWB has developed the platform to move forward in a number of areas, and it is important that it manages expectations of customers and stakeholder with regards to time, cost and quality as they move along the process. The challenges will need to be broken down and assessed on why, who, how and when they will be achieved to ensure that resources are correctly deployed. Many of these challenges have already been identified within the report by PSR in October 2007, of which the main themes have been summarising under the core heads below

5.1.1 Policy and Federal Responsibility

- Develop a legal framework to support the mandate
- Clarify the implications and role of a Regulatory / Governing Board
- Define a water policy to clearly outline the role and responsibilities of FCTWB.
- Agree goals and targets to define success and failure of the FCTWB
- Review benefits of regulation being controlled locally or nationally
- Review implication of services and utilities covered within regulatory framework
- What level of autonomy in infrastructure development and service delivery are beneficial
- Are changes needed in the assignment of powers and responsibilities of the Board, FCDA, Area Councils etc

5.1.2 Technical Infrastructure Capability

- Investigate telemetry capabilities and process automation
- Investigate benefits of centralised control room and incident management process
- Review infrastructure synergies between water supply and waste water treatment
- Develop a planned maintenance programme and process risk register

5.1.3 Customer and Stakeholder Relationship

- Develop and implement an information dissemination strategy that will ensure that customers and stakeholders are aware of the Water Board.
- Determine actual customer data base by involving the private sector or out-source customer base enumeration;
- Train all area office staff on market orientation and customer relationship management
- Review the benefits of Out-source bills distribution.
- Make bills free of complaints by determining exact status of connected houses – involve private sector in reconciliation of printed bills.
- Bill all connected houses.
- Ensure complete metering of all connections and eliminate flat rate bills.
- Create service delivery standards and procedures to monitor service delivery performance. Conduct regular customer surveys. E.g. Bi-monthly by surveying visiting customers with short questionnaires.



- Train customer care, SERVICOM and area office staff to create an organisation-wide customer relationship management culture.
- Develop debt collection policy to include discounts and amnesty for illegal connections.
- Set up Special Projects Unit to recover debts and deal with change management in commercial operations or out-source debt collection.

5.1.4 Human Resource Capacity Development

- Develop core values clearly articulating FCT Water Board's philosophy on people, processes and quality of services.
- Develop and implement an effective communication system.
- Continue to assess the Water boards ability to meet the challenges of:
 1. Targets and Objectives
 2. Performance measures and indicators
 3. Water Board legislation and FCT Water Policy
 4. Clarify roles, responsibilities and reporting relationships of functions
 5. Review staffing capabilities to support efficient and effective operation of the Board.
 6. Develop job descriptions for all headship posts.
- Promote a performance driven culture.
- Develop a corporate plan with performance targets and realistic financial forecasts to drive the management of the organization with incentives or obligations to ensure delivery of plan?
- Clarify corporate targets to focus on key objectives
- Look at benefits, risks and barriers to developing a staff incentive schemes (bonuses / salaries), sanctions (for suppressed accounts and other abuses) and monitoring team to evaluate performance.
- The Planning, Research and Statistics Unit should, on an annual basis, conduct SWOT Analysis in order to ensure that the Water Board adapts to its constantly changing environment
In the areas of:
 - Financial Management issues
 - Human Resource Planning
 - Leadership development
 - Employment processes
 - Training and development
 - Working Environment
 - Systems Integration



6.0 IMPLEMENTATION

6.1 DEVELOPMENT PLAN

There is a real risk that a contagion of initiative will flood the FCTWB, and that the momentum will stall under the weight. The focus of the Water Board must stay on its core activity of water supply within the FCT. Many of the recommendations suggested above cover broad topics which need to be further assessed before they could be proposed to take forward.

At this stage of the change process there is evidence to show that quick wins and first to market can often drive internal competition between managers, derailing team and corporate plans, with decisions that have consequences that were not foreseen.

6.1.1 PLAN IMPLEMENTATION

6.1.1.1 Build a “road map” for “Exceptional Service Delivery”

The “road map” will give a structure to manage initiatives, projects and resources to move the organisation forward. It will enable prioritisation of projects and provide a framework to communicate progress against defined milestones.

To assist in the management of initiatives, breaking the challenge down into four core business themes will aid the communication process, increase the areas to promote success and support a focused involvement across the FCTWB

An example of how this could look is shown below:

Technical Infrastructure

- Promotion of the work on the Lower Usuma Dam by production engineers
- Automated meter reader trials by meter reading / Billing departments
- Network & Telemetry studies by network operations

Policy & Federal Responsibilities

- Benefits of being independent of the AMMC by Director / PR
- Implications of Federal Reform – FCTWB director
- Implications of Water and Sewerage operations – Operations Managers

Customer and Stakeholder Relationship

- Customer / stakeholder Saturday meetings with senior and local staff
- FCTWB staff Digest to communicate corporate progress - PR
- Explain the benefits and roles of Customer Care, SERVICOM and PR in the customer service to Staff
- Communicate the benefits and timescales of a move to new office accommodation
 - Also the perception of customers to the investment being spent on new offices



Human Resource Capacity Development

- Promote Employee achievements
- Survey staff on their perception of the companies competencies - PR
- Develop corporate and departmental targets to assess performance
- Utilise business targets and results to develop staff appraisal
- Develop a business plan to demonstrate the interdependencies between functions, resources, financials, technical and operational capability and customer values

6.1.1.2 Developing a Business Plan

The development of a business plan is clearly a demonstration of best practice. Although, the real value of doing a business plan is not having the finished product in hand; rather, the value that lies in the process of research and thinking about your business in a systematic way. The act of planning helps you to think things through thoroughly, to study and research when you are not sure of the facts, and to look at your ideas critically. It takes time, but avoids costly, perhaps disastrous, mistakes later.

Currently an exercise is underway in the Planning, Research and Statistics unit (PRS) to collate the financial budgets and actions plans for each business area. This is an important activity to encourage the involvement of business manager and will form a strong base to develop the plan. The hard work and real value will come from the consolidation and integration of resources into a corporate plan.

The plan will require the following agents:

Sponsor

The sponsor can be internal or external to the organisation, and take the form of a Regulator, governing board, shareholders or the FCTWB Director. The role of the sponsor is to give purpose and a value to creating the plan. If the plan is seen as just a paper exercise and not adding value, it will sit on the shelf until next year.

Owner

The role of the owner is to ensure that the plan meets the expectation of the Sponsor and represents the consolidation of organisations resources, objectives and targets. Also, that there is a balance between the ambitions and ability of the organisation, together with a clear understanding of the risks and environment in which the organisation is operating.

Leaders

The leaders have the role to deliver the plan, they are responsible for their individual actions and to communicate progress against milestones, highlight opportunities and communicate risks and barriers that may impact on the plan

Monitors

There are traditionally two types of monitors, the internal and the external. Both will review progress against milestones and targets, although their responses will differ.

The internal monitor will challenge progress and recommend actions to ensure delivery

The external monitor will only assess the impact of success and failure on them

Actions required



The Owner and Sponsor will need to be nominated, and it is suggested that the FCTWB Director is nominated as the sponsor, with the head of the Planning, Research and Statistics Unit (PRS) as the Owner.

Initial financial budgets should be put together for a year, supported by actions, targets and resources to support milestones for each quarter.

The quarterly milestones will provide real focus for the FCTWB on deliverables, and allow progress to be communicated within each edition of the Staff Digest.

Following the completion of an initial 1 year business plan, the plan can be extended with additional years. It is suggested that the FCTWB moves to a three year plan, to cover an average period for a capital project planning process e.g. optioneering, design, construction and commission. Although, in general the length of a business plans is recommended to be equal to the length of the customer/product lifecycle. In the UK regulatory business plan for OFWAT cover a 5 year Asset Management Plan (AMP) period and are support by a high level internal strategic plan for 25 year based on asset life and capital markets.

Leaders will need to be identified for actions, before initiative plans, resources, targets and milestones can be agreed. Actions with common themes that cross department, share resources or are complementary / dependent on other actions should be clustered together to structure delivery.

This should give a balanced focus for initiatives and optimise resources and skills

Business Planning Behaviours

- Managers must be actively involved in the process
- This is the chance for managers to shape the future of the business and their teams
- What gets put forward – get assessed
 - What doesn't - could be missed

The whole organisation is responsible for the success of this process

6.1.1.3 Define the statement of “Exceptional Service Delivery” at a corporate level

“Exceptional Service Delivery” is a clear statement by the FCTWB of a core deliverable to customer. Because of this, it is important that the FCTWB defines and translates it into the measures and methodology used to assess progress against this objective.

To aid in this process a summarised set of corporate measures have been proposed to allow the FCTWB to demonstrate the historic performance levels, current performance and targets for the future.

An example of some measures that could be used are suggested below in Table 2.

Table 2. Sample Performance Measures

FCTWB				Dec-07
Performance Evaluation	Target	Actual	History	
1 Customer Complaints	50	-	175	
2 Servicom Rating	60%	-	15%	
3 Source Levels	1,000,000	-	700,000	
4 Capacity m3/day	500,000	-	300,000	
5 Coverage	60%	-	30%	
6 Supply Network	575km	-	200km	
7 Supply Pressure	1.5bar	-	0.2bar	
8 Supply Duration	24hr/day	-	10hr/day	
9 Connections	50,000	-	54,000	
10 Illegal Connections	<50/year	-	<250/year	
11 Metres	40%	-	20%	
12 Billing Ratio	70%	-	30%	
13 Billing Debt	N350,000	-	N900,000	
14 Connection Ratio	75%	-	45%	
15 Qualified Staff	175 (30%)	-	62 (6%)	
16 Staff / 1000 Connections	9	-	27	
17 Non - Revenue Water	30%	-	50%	
18 Total Income	N12.6m	-	N11.0m	
19 Operating Expenditure	N1.6m	-	N2.6m	
20 Capital Expenditure	N11.1m	-	N10.5m	

It is important the Water Board assesses the appropriateness of measures, the ability to obtain reliable information, the behaviours that the measures will create and the value of the measure in demonstrating “Exceptional Service Delivery” and other objective of the FCTWB

Once these measures have been agreed, they will need to be cascaded across the organisation and broken out to define responsibilities, departmental roles and targets

These can then be used to form the basis of individual performance and appraisal criteria as well as supporting a move to competency based assessment, although this would be further down the line.

It is always important to review the behaviours driven out of new targets, objectives and measures.

- Measures should be used to identify where the business is. If the results look poor, it’s probably because it’s not been measured before or information is weak. It may not be appropriate to communicate this message until further checks have been made.



- The organisation must give the trust and confidence that results are going to be used for the right reasons. If you can't influence the result, you can not be blamed for the result
- If the target is unachievable, highlight it early – all targets should be SMART
 - Specific
 - Measurable
 - Achievable
 - Realistic
 - Time specific
- There are many examples where measures put in place with the intention of helping drive improved performance have resulting in the opposite, or created the wrong business culture and behaviours. Be aware of:
 - Short term cost savings
 - The removal of controls or increased risk to the business
 - Focusing on what gets measured at the expense of good business practice

6.1.1.4 Staff Attitude Survey

Staff surveys of employee opinions can improve attendance, enhance customer relations, and increase profitability. They can tell you what your employees really think about your company, and whether they are motivated.

Many companies believe their greatest asset is their workforce, but not all employers fully understand the attitudes and perceptions of their staff. Conducting regular staff surveys to understand these attitudes and perceptions is critical if performance is to be maximized.

Why undertake staff surveys?

Staff surveys that provide a thorough understanding of staff attitudes and perceptions are the first essential step in developing strategies that really can improve staff motivation, reduce staff turnover, increase innovation, and lead to better customer retention - all of which will increase productivity, reduce costs and improve profitability.

By undertaking a staff survey employers are sending a positive signal to their employees that they are a listening organisation, but this must be matched by a commitment to follow-up on the findings



Figure 3. Example of Staff Attitude Survey

Figure 3 is for illustration purpose only and are not representative of FCTWB performance

There are benefits of having surveys carried out independently. These can add credibility to the results, utilise the knowledge of companies that specialise in skilled questioning and tailor questions to support your company and country culture

In figure 3 above questions have been clustered within categories to allow the organisation to summarise results to demonstrate an increase in staff perception over two surveys. While the results of individual question will highlight specific areas to concentrate attention on in the future

The results can also be reviewed by function. This will to identify deferent challenges facing functions and teams. There is no single solution when it come to managing individuals, although there will be similarities within teams and skill groups.

The other benefit of this exercise is it will give the FCTWB a base to assess continued development over the change process, and help prioritise actions.

An example of the questions used within the UK, clustered under each category is show in appendix 3 – although these may not be appropriate for the FCTWB or Nigeria.



7.0 NEXT STEPS AND IMPLEMENTATION ARRANGEMENTS

The next step would involve the implementation of the recommendation of this assessment to support human capacity development within the FCTWB, and in addition the following activities should be embarked upon:

7.0.1 FURTHER ACTIVITIES

The FCTWB may require third party support to delivery part of the following activities. Although it is recommended that the core activity is managed within the Water Board, supplementing skills, knowledge and guidance, where there are gaps within the internal resource pool.

7.0.1.1 Continued re-assessment of the FCTWB.

Continued re-assessment of the internal business units and departments is suggested, with regards to their role and competency in delivering the performance improvement to achieve agreed targets.

This will include;

- build confidence and trust in there ability to achieve targets
- shape and influence the organizations future
- identify the key deliverables to achieve “exceptional service delivery”
- Assessment of core, support and diversionary activities

7.0.1.2 Formalisation of reporting and Governance processes.

Formalisation of management reporting and governance processes. This will include the documentation of core management processes including:

- Documentation of role profiles and staff appraisals
- Authorisation of budgets, forecast and expenditure
- Management of meeting agendas, minutes and actions
- Reviewing benefits and limitations of a employee incentive scheme

7.0.1.3 Risk Management Assessment

Implement of risk management assessments and creation of a risk register covering:

- Potential risks:
 - Staff and critical role dependency
 - Infrastructure and technical capability
 - Legal and policy evaluation
 - Financial and commercial
- Potential frequency
- Likely cause and effect
- Management action



7.0.2 FCTWB - ACTIONS AND MILESTONES

The PAWS team (comprising the PAWS partner manager from Wessex Water, UK and the Nigeria country manager, together with PAWS UK project manager) recommend that the FCTWB feedback directly to them on progress against the milestones of this report. Feedback should also be copied to the DFID FPSRP where appropriate. This will give FCTWB a focus for implementation and initial delivery, together with providing guidance in discussions with PAWS to identify further support and learning through the early stages of implementation. Where feedback against a milestone is not forthcoming shortly after the dates indicated, the PAWS team may consider, in negotiation with FCTWB, that there is no requirement for further support to this aspect of the process."

The recommended feedback milestones to demonstrate process undertaken, rewards, benefits and learning from the activities for:

7.0.2.1 Road Map of Activities

Milestone - Feedback on activity lists and recommended key activities for delivery in 2008
Feedback date - Early 2008

7.0.2.2 Business Plan 2008

Milestone - Feedback on the FCTWB business plan 2008, together with proposals for 2009-2010 business plan
Feedback date - Early 2008

7.0.2.3 Corporate evaluation reporting Summary

Milestone - Feedback on the definitions of FCTWB success, proposed reporting measures and targets, together within required reporting developments.
Feedback date - Early 2008

7.0.2.4 Staff Attitude Survey

Milestone - Feedback on proposed methodology and draft questionnaire for the initial survey
Feedback date - Early 2008

7.0.2.5 Continued assessment of the FCTWB

Milestone - Feedback on structure and methodologies in place to ensure continued assessment of the FCTWB ability to deliver to its mandate and goals
Feedback date – Early/Mid 2008

7.0.2.6 Formalisation of reporting and governance processes

Milestone - Feedback on structures and processes to formalise reporting and governance within the FCTWB
Feedback date – Early/Mid 2008



7.0.2.7 Risk Management Assessment

Milestone - Feedback on structure and processes to support a risk management assessment, supported by template for a risk register for the FCTWB
Feedback date - Early 2008

8.0 REPORT AGAINST TERMS OF REFERENCE

All the key objectives below specified in the Terms of Reference (Appendix 1) were carried out and completed in full.

In my opinion, the following bullets under each objective highlight areas that have not been adequately addressed:

1. Assess the existing structure of the FCT Water Board with respect to its mandate and goals.
 - A detailed review of the external environment
 - An impact assessment of potential changes to policy and federal reform
 - A detailed performance assessment of the internal structure

2. Recommend a restructuring plan and human capacity requirements for effective service delivery.
 - A detailed capability assessment of departments and staff
 - A prescriptive restructuring plan covering external and internal structures
 - An agreed definition with the FCTWB of effective / exceptional service delivery

3. Recommend a change management and capacity development plan for the FCTWB.



APPENDICES



Appendix 1

Terms of Reference

PROJECT NO:	86 NIG
Project Title and Reference	<p>Federal Public Service Reform Programme: Federal Capital Territory Water Board Structural Assessment and Capacity Requirement.</p> <p>The Department For International Development (DFID) is supporting a civil service reform process in Nigeria's Federal Government through the Federal Public Service Reform Programme (FPSRP). The purpose of the FPSRP is to support the development of the public service towards a service that is affordable, properly resourced, well structured, appropriately sized, efficient and effective. The main output of the FPSRP is that Government ministries and establishments are able to demonstrate the benefits of restructuring and reform.</p> <p>This terms of reference is to support the Federal Public Service Reform Programme (FPSRP) of DFID and the Federal Capital Territory (FCT) Water Board in the implementation of the institutional reform of the FCT water utility. The FCT water board is championing the water utility reform exercise, and it is being supported by DFID and the World Bank.</p> <p>PAWS support to the FPSRP and the FCT Water board is in line with the PAWS strategy of working in partnership with existing donor projects supporting institutional reforms in Nigeria.</p>
Justification	<p>In 2006, the FCT Water board (FCTWB) made a proposal to DFID for the improvement of its service delivery. The proposal was approved and its being implemented under the FPSR programme of DFID. The utility reform project is aimed at improving the capacity of the FCTWB to deliver improved services.</p> <p>The key challenges facing the FCTWB are institutional and infrastructural. One of the institutional challenge is the staffing structure of the utility. The first phase of the FPSRP support to the FCTWB is focused on institutional arrangement, aimed at profiling institutional capacity and performance in the FCTWB</p> <p>The FPSRP has requested for PAWS support in the institutional assessment of the FCTWB. PAWS support will help the FCTWB team and the FPSRP to implement an effective assessment and restructuring of the FCTWB. PAWS is committed to supporting the FPSRP of DFID and other actors in Nigeria.</p>



Objectives	<ol style="list-style-type: none"> 1. To assess the existing structure of the FCT water board with respect to its mandate and goals 2. To recommend a restructuring plan and human capacity requirement for effective service delivery 3. To recommend a change management and capacity development plan for the FCTWB.
Deliverables	<ul style="list-style-type: none"> ▪ A technical report on the assessment of the existing structure of the FCT water board in line with international best practices for water utilities. The report, which will be submitted to the in-country partner and stakeholders, will also recommend a restructuring plan, human capacity requirement for efficiency, a change management plan for effective restructuring, and human capacity development plan for the FCTWB. ▪ A PowerPoint presentation of the structural assessment and key recommendations to key stakeholders in Abuja
Impact	<p>The FCTWB structural assessment and capacity requirement when completed will;</p> <ul style="list-style-type: none"> • Help the FCTWB and the FPSRP to conduct an institutional assessment and restructuring of the FCTWB for effectiveness • Improve the human capacity of the FCTWB for sustainable operation and management. • Improve the efficiency of the FCTWB in delivering water supply services to the FCT districts and rural areas.
Scope	<p>The FPSRP support to FCTWB has been broken down to eight different segments. The 1st segment is the data management, to improve the quality and quantity of data available to the FCTWB. The 1st segment has been completed and undergoing a review. The 2nd segment is the Institutional assessment, which is where this support is required.</p> <p>The institutional assessment will be implemented in 3-sub segments. The 1st sub segment will look at the customers view and assessment of FCTWB and will be implemented by SERVICOM. The 2nd sub segment will look at the FCTWB as any other institution in terms of performance, relationship with other institutions, legal and policy issues, political issues, cultural issues, statutory responsibilities, and human and financial resources. The 3rd segment is where PAWS support is required. It will assess the existing delivery structure of the FCTWB with respect to the demand end and the structural capacity to meet the demand. It will also compare the structure with utilities in the UK, and make recommendations on restructuring and capacity requirement.</p> <p>This PAWS support will not implement the restructuring. However it will recommend a change management strategy that will help the FCTWB and the FPSRP teams to implement the restructuring.</p>



<p>Organisation and methodology</p>	<p>This project requires a visit to the project location, Abuja, Nigeria. Documents relating to the FCTWB structure, customer base (demand), projections and plans, operations and infrastructure, will be made available to the PAWS lead partner.</p> <p>A detailed study of relevant documents and interview sessions with key operations and management team of the FCTWB will help the lead partner obtain the necessary information in Abuja.</p> <p>The lead partner will be hosted by the FCTWB during their stay and given access to resources, staff, documentation, etc. as required, to develop a clear understanding of the current structure, operations and management.</p> <p>At the end of the visit, the lead partner will present a draft/proposed restructuring plan to key stakeholders. A final technical report will be forwarded through the country manager to the in country partner and key stakeholders.</p> <p>The lead partner will be a UK partner with experience in water utility institutional development, water utility human resources development, organisational change management.</p>
<p>Milestone plan</p>	<ul style="list-style-type: none"> • Early November 2007: Visit to Abuja and study of documents and structure. • Early to Mid November 2007: Presentation of the structural assessment to key stakeholders in Abuja. • Late November 2007: Submission of FCTWB structural assessment and capacity requirement technical report.
<p>Resource estimate</p>	<p>1 day of Lead Partner input in the UK to preparatory reading 7 days of Lead Partner input in-country 2 days of Lead Partner input in the UK, on technical report writing Follow-up support may be identified after this initial activity</p>
<p>Dependencies</p>	<p>Availability of documents on the FCTWB structure, operations, management, installed infrastructure, demand.</p> <p>Availability of key operations and management staff for interview sessions.</p>
<p>Issues/Risks</p>	<p>Risk: Lack of participation in reform activities by key operations and management staff. Mitigation: FCTWB to coordinate and ensure participation.</p> <p>The PAWS country Manager will keep the PAWS secretariat informed on any changes on risk levels in the risk assessment document.</p> <p>Mitigation Plans by the FCTWB, FPSRP and PAWS Country Manager are in place for any identified risk.</p>



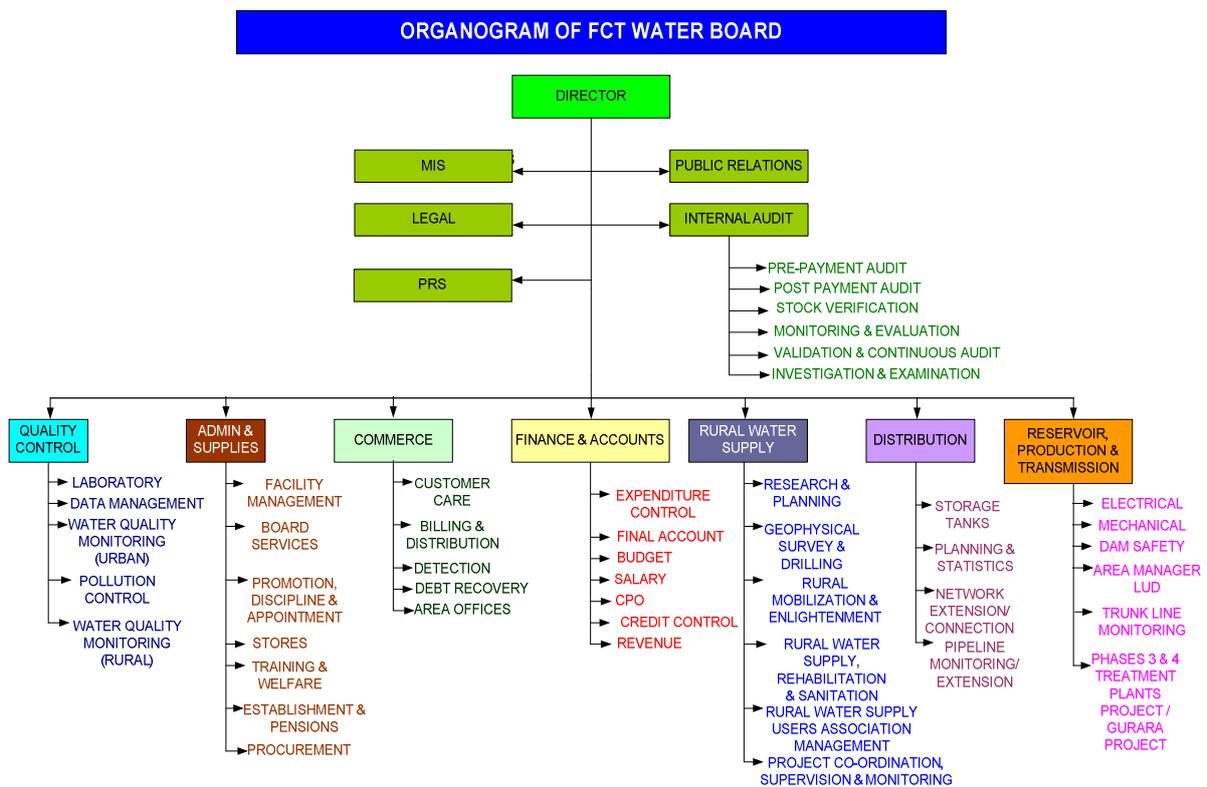
Other Donors	Active	The FPSRP is a DFID funded programme. The World Bank is also supporting infrastructure aspects of the reform programme of the FCTWB.
Communications Strategy		<p>After the appointment of a lead partner, communication will be between the lead partner, the Country Manager and the PAWS Secretariat. This will be by e-mail primarily and phone calls if required.</p> <p>Communication between the lead partner and the in-country partners (FCTWB and FPSRP), for clarifications on the scope of work, etc, will be channelled through the Country Manager. Direct communication may be established when necessary.</p>
Review Mechanism		<p>The lead partner, the Country Manager, the PAWS Secretariat and the in-country partners will review a draft structural assessment document before final production. This will ensure that the expectations of the in country partners are adequately met..</p> <p><i>The lead partner will be updated on further actions on water and sanitation sector restructuring in Anambra state.</i></p>
Approvals appropriate)	(as	<i>Rebecca Scott, Project Manager, PAWS Secretariat</i>
Compiled by		Nyananso Gabriel Ekanem, PAWS Country Manager Joe Abah, Coordinator, FPSRP
Date		3 rd September, 2007

TIMING

Consultation	Preparation and travel	Days in Field	Report Writing	Total
Team Leader (International)	5	3	3	11
In country Manager	2	3	1	6

Appendix 2

CURRENT ORGANISATION STRUCTURE OF FCT WATER BOARD





Appendix 3

EXAMPLE OF UK STAFF ATTITUDE SURVEY QUESTIONS

Management & Leadership

- I understand how my work contributes to the objectives of the department?
- Poor performance is managed effectively in my area?
- Senior management provide effective leadership?

Working with Customers

- My performance is measured by how well I respond to customer needs?
- I feel motivated to improve customer experience of FCTWB?
- Managers encourage suggestions from staff on how we can be more customer focussed?

Business Decisions and Direction

- I feel that change is managed well in this department?
- I have the opportunity to contribute my views before changes are made which affect my role?
- I feel that the department has changed for the better in the last year?

Communication

- I am aware of the FCTWB's long term goals?
- I feel well informed of the ambition of the FCTWB?
- I believe there is an openness to challenge the way things are done in the department?

Working Culture & Methods

- My work gives me a feeling of personal accomplishment?
- I believe I am valued for what I can offer the department?
- I am encouraged to use my different talents to the full?

Our Staff

- I am treated with fairness and respect?
- I have not experienced bullying or harassment in the last 12 months?
- I am able to strike the right balance between my work and home life?

Personal Development, Training and Learning

- I receive regular and constructive feedback on my performance?
- My performance has improved as a result of skills I have developed over the past year?
- My formal appraisal shows a fair assessment of my performance?



Appendix 4

HISTORY OF WATER SUPPLY & TREATMENT IN THE UK

1600 to 1800 – Developing New Supplies

Our history dates back to the early 1600's when the New River was created to supply water to London. Steam engines were introduced in 1712, but big changes in water treatment and supply and the management of wastewater did not happen until 1800's.

1800 to 1900 – Wastewater Crisis

Filtering river water began in the 1830's and the UK's 1852 Water Act brought changes to protect supplies. In 1854, cholera and polluted water were linked and the "Year of the Great Stink" in 1858 led to the building of sewers

1900 to 1989 – Water Supply and Suppliers

Water chlorination began in the 1910's, becoming wide spread after 1945. In 1973 Water Authorities were formed with further changes in 1989 when the Water Authorities were reorganised with privatisation by flotation on the London Stock Exchange.

1989 to 1995 – Improving Water Services

The newly formed Thames Water plc improved services with a new customer service centre, an 80km Ring Main and investment in sewage treatment. Water quality was it's highest ever and the Thames became the world's cleanest metropolitan river.

Extract from the Thames Water website – www.thameswater.co.uk