



Wastewater and Solid Waste Management in Provincial Centers

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COACHING REPORT ON

Customer Care Unit at Hai Duong, Can Tho, Soc Trang, Tra Vinh

July 2 – 31, 2007

Ministry of Construction – Hanoi

in cooperation with

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH

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Table of Content

A. COACHING REPORT

1. Data sheet
2. Background / introduction
3. Purpose/objectives
4. Description of inputs/activities
5. Description of output(s)
 1. Understanding about the WWM Project
 2. Understanding about roles and functions of Customer Care Unit
 1. Customer care
 2. Customer Complain Management
 3. Project Information
 4. Survey
 5. Public Awareness Campaigns
 6. WWM Pilot Measures
6. Expected use of outcome
7. Methodology / approach applied, experience, problems encountered
8. Next steps and recommendations

B. ANNEX

- Annex 1: List of participants
- Annex 2: Survey report on Customer Understanding at Hai Duong
- Annex 3: Results of discussion at Hai Duong, Can Tho, Soc Trang and Tra Vinh on skills and abilities needed by CCU staff
- Annex 4: Report prepared by Mrs. Ha, Community Expert
- Annex 5: Report prepared by Mrs. Linh, Customer Relation Expert

A. COACHING REPORT

1. Data Sheet

General Information:

- Name of companies: Hai Duong, Soc Trang, Can Tho and Tra Vinh
- CDP Reference No/ID: Establishment of Customer Care Unit
- Prepared by: Nguyen Truong Son, Nguyen Thuy Ha (Community Expert) and Le Thi Mi Linh (Customer Expert)
- Approved by Mr. Lutz Kleeberg, Chief Technical Advisor
- Cost Sharing:
 - + Company: Staff
 - + WWM Team: 100%
- Estimated duration: 2 – 31 July 2007

Specific Information:

- Purpose/objectives of the coaching: help companies' task force (customer care unit) to (i) understand the WWM Project; (ii) understand role of customers and apply it into the company situation; (iii) understand functions and duties of "Customer Care Unit" (CCU) (customer complaint handling, information & public awareness campaigns and customer satisfaction survey); (iv) develop customer relation management policy.
- Input: guidance / coaching to staff of companies' task force - customer care unit
- Output:
 - + Report on coaching report
 - + CCU task force understand the WWM Project; role, functions and duties of "Customer Care Unit" (CCU); agree on customer relation management policy.
 - + Identify topics of public awareness campaigns, baseline survey
 - + Identify stakeholders for cooperation
- Approach: Coaching

Responsibility:

Task leader:

- + Company: (see Annex No. 1)
- + WWM Team: Mrs. Linh, Ha and Son

People to coordinate with:

- + Company: (see Annex No. 1)
- + WWM Team: Mr. Son, Mrs. Linh and Ha

Reporting to:

- Mr. Lutz Kleeberg, Chief Technical Advisor
- Mr. Dao Nguyen Vi – Director of Hai Duong Company
- Mr. Lam Huu Tung – Director of Soc Trang Company
- Mr. Truong Quoc Trang –Director of Can Tho Company
- Mr. Huynh Ngoc Minh – Director of Tra Vinh Company

2. Background / Introduction

As given at the CDP Report of Hai Duong, Can Tho, Soc Trang and Can Tho, all those company will establish the customer care unit (CCU). To prepare for the establishment of CCUs these companies, except Can Tho, based on functions and duties of CCUs and recommendations of WWM all companies established CCU task forces (including 4 – 6 staff from relevant departments/units). These units will then become formal Customer Care Units when appropriate.

This workshop is the first steps to support companies to set up the customer care units which will then be equipped with necessary skills, knowledge, capabilities to implement their functions and duties in future.

Series of workshops were held at Hai Duong (2 – 4 July), Can Tho (23 – 24 July), Soc Trang (25 – 26 July) and Tra Vinh (28, 30 July 2007). One and half day for each company.

3. Purpose / Objectives of coaching

Coaching will help CCU to obtain objectives as below:

- Understand role of customers and apply it into the company situation;
- Understand functions and duties of “Customer Care Unit” (CCU) (customer complaint handling, information & public awareness campaigns and customer satisfaction survey);
- Develop customer relation management policy.

4. Description of inputs/activities

WWM Team

- Prepared coaching materials, hotels, meeting room.
- Provided laptop, screen, projector, pin boards, etc
- Worked with companies to select staff for coaching

Companies

- Company staff to support for preparation and participation at the meeting.

5. Descriptions of outputs

5.1 Understanding about the WWM Project

- Mr. Rene and Frank presented details about the WWM Project and KFW Project. Question and answers were made to ensure that all participants understand the objectives of the Project.

5.2 Understanding about roles and functions of Customer Care Unit

Consultants provided sufficient information, knowledge, etc to support participants to acknowledge aspects relating to roles, importance of CCU towards the business operation of companies. Participants understood about functions and duties of CCU including customer complaint handling, public participations and relations and surveys.

- Competency of CCU staff: Discussions were conducted on competency of CCU staff. Necessary skills, knowledge and abilities of CCU staff are summarized at Annex No 3.
- Regarding to customer complain management: Participants acknowledged about principles, guide on development of procedures on customer complain management, roots of complain, complain response and handle. Brief information about preparation of standard operation procedures, list of capabilities of CCU staff, etc were also given to participants.

- Regarding to public awareness campaigns: All participants understood about importance of public awareness campaigns, project objectives, implementation approach, etc. Group discussions were conducted to identify: (i) communication topics and channels; (ii) stakeholders for cooperation. Details are as below:
 - + Communication topics: almost all participants agreed that topics for campaigns should focus on: (i) negative impacts of waste water and polluted environment; (ii) information about companies' operation, project, (iii) inform communities about the project and benefit of project on communities' health and environment; (iv) responsibilities of residents relating to environmental protection, waste water fee payments, (v) launch movements on environmental protection. Materials for Project information and public awareness campaigns will be from some sources as newspapers, television station, books and from other organizations which are doing similar tasks.
 - + Details of selection of stakeholders for cooperation were presented at table below:

| Name of Companies | Level of Importance | | | | |
|-------------------|-----------------------|-----------------------------|-------------------|--------------------------------|----------------------|
| | 1 | 2 | 3 | 4 | 5 |
| Hai Duong | PPC and Women's Union | Education Dept. and Schools | Health Department | Youth Union | |
| Can Tho | City, wards PC | Women Union | School | Youth Union | DONRE |
| Soc Trang | City, wards PC | Fatherland Front | DONRE | School | Department of Health |
| Tra Vinh | City, wards PC | Department of Health | Women Union | Dep., of culture & information | |

- + Communication channel: almost all participants agreed that on campaigns should rely on coaching; meetings (group meeting or workshop, etc); brochures, leaflets, etc; television, cartoon film, play or drama, slogan, etc. Details are belows:

| Can Tho | Soc Trang | Tra Vinh |
|---|---|---|
| To disseminate information to communities at unit level | Through local organizations, unions, etc to communicate directly to communities | Coordinate with people's committees at different levels to disseminate information to residents |
| Distribute IEC materials | Integrate with movements on environment organized by other organs | Organize competitions |
| Television | Deliver information on loudspeaker | Develop actual films and broadcast on television |
| Develop cartoon film | Coordinate with resident units and areas | Develop songs, plays |
| Play, drama, etc | Local radio | Disseminate information through radio |

| | | |
|--------------|---|--------------|
| Slogan, etc. | Programs named as “commune, units stories,” or “who is right, wrong” – News, stories broadcasted on local radio | Slogan, etc. |
| Flier | | Flier |
| Coaching | | Coaching |

- Bellows is action plan for Hai Duong CCU task force:

| No. | Activities | Time | Responsibility | Relevant Dept. |
|-----|--|-----------------|---------------------------|------------------|
| 1 | <u>Guidelines for implementation:</u> - Discussion and agree on SOP development - Discussion on Job description development | 09 – 20.07.2007 | TA consultant: Mrs. Ha | CCU |
| 2 | <u>Establishing cooperation with stakeholders;</u> _ Preparing official letter to inform City People Committee of public awareness campaign’s activities and co-operation plan with ward/commune people committees. | 09 – 25.07.2007 | Board of directors | |
| 3 | <u>Meeting on implementation plan for 2007-2008</u> | 10-15.08.2007 | TA Consultants | CCU Stakeholders |

- Regarding to surveys: all participants understood about (i) necessities of surveys as it will help companies to understand their current situations, to find out strong, weakness, to evaluate project, programs, to develop plan, strategies for upcoming period, etc; (ii) Survey methodologies (interview and questionnaire).
- + All participants agreed that baseline survey should be conducted as soon as possible to obtain data and information for design and implementation of public awareness campaigns. Necessary information needed include: current level of awareness and behavior relating to waste water and environment; information and knowledge, etc which are necessary to inform and educate communities; tools and channel use for communication campaigns of the companies; organizations to be coordinated during the implementation of company’s campaigns.
- + Regarding to customer satisfaction survey: All agreed that it will be conducted later because the KFW projects has not yet completed, etc

5.3 Development of Policy on Customer Relation Management (CRM)

Mrs. Linh, Customer Relation Expert, presented CRM Policy (drafted by Consultant) giving explanations on objectives, concepts, principles of policy, etc. Group discussions for review and revision of content of Policy were carried out.

First draft policies of Can Tho, Soc Trang and Hai Duong were signed by Companies of Hai Duong, Can Tho, Soc Trang and Tra Vinh.

6. Expected use of outcome

Outcome from the coaching will be used for designs and preparation of follow up activities as training on customer complain handles, public awareness campaigns, survey.

7. Methodology / approach applied, experience, problem encountered

Coaching, brain storming, group discussions, and questions and answer, etc with active involvement from company staff and practices were applied to provide adequate knowledge and skill for all companies staff to understand and familiar with activities related customer care unit.

Companies of Hai Duong, Soc Trang and Tra Vinh established CCU task forces but Can Tho Company because their organizational structure is complicated. Can Tho Company will consider and establish CCU task force soon.

Cooperation and support from companies are very good. All participants participated actively and effectively.

One and half day coaching is adequate.

8. Next steps and recommendation

Next steps:

CCU establishment and complain management system: to provide training on customer service and customer care, coaching to develop SOP, Job description for customer complaint officer and head of CCU

Public awareness campaigns: Consultants will work with companies' customer care unit taskforces on to develop job descriptions and standard operation procedures for works related to education and information campaigns aiming to enhance awareness and behavior of communities on waste water and related aspects

Consultants will prepare and cooperate with companies to organize workshop at each company on community motivation and activities in order to identify location and main actions for pilot measures

Consultant will work with taskforces to develop implementation plan for year 2007 - 2008 on public awareness component.

Survey: The implementation of baseline survey should be conducted as soon as possible. Consultant will develop survey materials: questionnaire, interview content coordinate with company to conduct survey and transfer results of the baseline survey into suitable public awareness campaigns.

Consultant will prepare and work, at suitable time, with CCU task force to develop standard operation procedures regarding to survey activities.

Consultant will prepare and provide coaching CCU task force to equip CCU task force members knowledge, skills and ability to help them to conduct customer satisfaction survey when appropriate.

Recommendation:

- Number of trainings, coaching should be provided to CCU staff to improve and strengthen their capability and skills: on public participation, communication and motivation knowledge to implement public awareness campaigns effectively.
- To prepare for such kind of coaching, training need assessment should be conducted as soon as possible

9. Others:

At Hai Duong, WWM consultants conducted small survey which aim to: (i) verify understanding of company's staff on customers (definition, current company's service types and customers), current used communication channels and recommendations on improving service qualities; (ii) obtain information for considerations on follow up activities on improvement of service quality of the company. Interview and group working methods was applied. Bellow as summary of survey results (details of survey are given at Annex 3):

- Term "customer" was different between groups. Attention should be focused on this issue.
- Services and products provided by the company: participants stated details about services and products currently provided by the company as management of park, sewerage drainage, etc.
- Current company's customers are: (i) individual/households; (ii) public and private organizations; (iii) private enterprise and (iv) local authorities.
- Aspects need improvements: (i) strengthen staff capability on communication, presentation skills, etc; (ii) establish and enhance communication strategies and campaigns; (iii) organizational restructuring; (iv) market oriented strategies; (v) enhance financial policy, procedures, etc.

Annex 1: List of Participants

1. WWM Team

- Mr. Nguyen Truong Son, Community Expert
- Mrs. Nguyen Thuy Ha, Community Expert
- Mrs. Le Thi Mi Linh, Community Expert
- Mr. Frank Schweizer, Institutional Advisor
- Mr. Rene Heinrich, Institutional Advisor
- Ms. Bui Thi Nhan, Interpreter / Assistant
- Mrs. Nguyen Thi Ngoc Tran, Interpreter / Assistant

2. DED

- Mrs. Tran Thi Thu Lan, DED, Program Assistant

3. Hai Duong

- Mr. Tran Duc Sau, Deputy Director
- Mr. Tran The Cuong, Deputy Director
- Mrs. Le Thi Hang, Head of Dept., of Finance and Accounting
- Mrs. Nguyen Thi Loan, Head of Dept., of Personnel – Administration
- Mr. Pham Ngoc Bac, Deputy Head of Dept., of Planning and – Business
- Mr. Nguyen Dinh Khanh, Deputy Head Dept., of Technical and Investment
- Mrs. Nguyen Thi Hong Hoa, Staff of Dept., of Personnel – Administration
- Mr. Nguyen The Quang, Staff of Dept., of Planning and – Business
- Mrs. Nguyen Thi Hong Loan, Staff of Dept., of Technical and Investment
- Mrs. Nguyen Thi Ngan, Staff of Dept., of Technical and Investment
- Mrs. Vu Thi Bich Xuan, Staff of Dept., of Planning and – Business
- Mr. Bui Thanh Tung, Staff of Dept., of Technical and Investment
- Mr. Khuong Dinh Thien, Team Leader of Sewerage Team
- Mr. Hoang Si Bau, Team Leader of Funeral Team
- Mrs. Nguyen Thi Van, Leader of Team
- Mr. Mai Van Chien, Leader of Management Board of Park
- Mr. Vu Quang Dai, Leader of Pumping Station Team
- Mr. Nguyen Duc Song, Leader of Power Team
- Mr. Vu Van Khang, Leader of Civil Work Team
- Mr. Hoang Van San, Leader of Cemetery Team

- Mr. Nguyen Van Thoi, Leader of Management Team of Hao Thanh Channel

4. Can Tho

- Mr. Phan Long Chau, Deputy Director & Head of Personnel – Administration
- Ms. Phan Thi Thien, Deputy Director & Director of Sewerage Enterprise
- Mr. Hong Ngoc Tam, Deputy Director & Director of No. 1 Water Supply Enterprise
- Mr. Tran Thanh Son, Director of No. 2 Water Supply Branch
- Mrs. La Thi Thu Huong, Head of Department of General

- Mr. Le Thanh An, Staff of Department of General
- Mrs. Le Thi Nguyen Thu, Head of Department of Technical
- Mr. Le Do Hoang Phuong, Deputy Head of Department of Technical
- Mr. Do Minh Tam, Deputy Head of Department of Finance and Accounting
- Mr.s Le Thi Cam Phuong, Staff in charge of Accounting, Sewerage Enterprise
- Mr. Nguyen Minh Phuong, Staff in charge of Technical, Sewerage Enterprise
- Mrs. Le Thi Thu Ba, Chief Accountant – Department of Finance and Accounting
- Mr. Truong Thanh Muon, Deputy Chief of Department of Personnel – Administration
- Mr. Le Quoc Phuc, Head of Department of Materials
- Mr. Tong Thanh Ngan, Staff of No. 2 Water Supply Enterprise
- Mr. Ngo Hoang Hop, Staff of No. 2 Water Supply Enterprise
- Mr. Le Thanh Cang, Deputy Director of Binh Thuy Water Supply Branch
- Mr. Nguyen Tan Phuoc, Director of Cai Rang Water Supply Branch
- Mrs. Huynh Mai Phuong, Director of An Binh Water Supply Branch
- Mr. Nguyen Van Quan, Director of Hung Phu Water Supply Branch
- Mr. Tran Anh Van, Staff of Department of Personnel and Administration

5. Soc Trang

- Mr. Vuong Van Viet, Deputy Director
- Mrs. Doan Thi Bich Nga, Deputy Director
- Mr. Dang Thanh Binh, Deputy Director
- Mrs. Ha Thi Xuan Mai, Deputy Head of Department of Planning and Business
- Mr. Dau Duc Hien, Deputy Head of Department of Planning and Business
- Mr. Thai Binh Khuoi, Staff of Department of Planning and Business
- Mrs. Nguyen Hoang Lan, Staff of Department of Planning and Business

- Mr. Phung Thanh Tam, Staff of Department of Planning and Business
- Ms. Ta Thi Bich Phuong, Staff of Department of Planning and Business
- Mrs. Tran Thi Ngoc Phuoc, Head of Department of Finance and Accounting
- Mrs. Vu Thi Lan, Staff of Department of Finance and Accounting
- Mr. Nguyen Thanh Su, Head of Department of Personnel and Administration
- Mr. Thach Huong, Leader of Sewerage Unit
- Mr. Vo Tuan Huan, Leader of Sanitation Unit
- Mr. Nguyen Huu Tong, Leader of Public Illumination Unit
- Mr. Duong Minh Chien, Leader of Mechanical Unit
- Mr. Thieu Hong Huan, Leader of Fee Collection Unit
- Mr. Lam Thanh Truong, Leader of Mechanics and Construction
- Mr. Nguyen Quoc Khoi, Deputy Leader of Public Park and Greens Unit

6. Tra Vinh

- Mr. Huynh Ngoc Minh, Deputy Director
- Mr. Nguyen Van Quy, Deputy Director
- Mrs. Le Thi Phuong Thao, Deputy Head of Department of Personnel and Administration
- Mrs. Thang Thi Xuan Lang, Head of Department of Finance and Accounting
- Mr. Truong Hoang Cuong, Staff of Department of Finance and Accounting
- Mr. Huynh Anh Dung, Vice Foreman of Water Treatment Plant
- Mr. Nguyen Van Son, Vice Foreman of Water Treatment Plant
- Mr. Vu Hong Diep, Deputy Head of Department of Planning and Technical
- Mr. Tran Hoang Long, Deputy Head of Department of Planning and Technical
- Mr. Le Thanh Nam, Deputy Head of Department of Planning and Technical
- Mr. Tran Van Nghi, Deputy Chief of Civil Engineering Enterprise
- Mr. Tran Ngoc Thanh, Leader of Maintenance Team
- Mr. Nguyen Quoc Thang, Staff of Department of Planning and Technical
- Mr. Nguyen Van Hung, Staff of Team of Water Meter Record
- Mr. Nguyen Thanh Trieu, Staff of Team of Water Tariff Collection
- Mr. Le Van Song, Leader of Supervise Team
- Mr. Thach Hoang Oanh, Leader of Water Testing Team
- Mrs. Phan Thi Ngoc Thu, Staff of Water Testing Team
- Mr. Nguyen Anh Tuan, Leader of Electric and Mechanics
- Mr. Nguyen Thanh Hung, Vice Chief of Pumping Station
- Mr. Duong Van Thoan, Head of Mi Chanh Station
- Mr. Trieu Quoc Tuan, Deputy Head of Mi Chanh Station
- Mr. Tran Van Le, Head of Station of Duyen Hai District
- Mr. Tran Xuong Hai, Deputy Head of Station of Duyen Hai District
- Mr. Tran Van Quyet, Head of Station of Cau Quan Town
- Mr. Nguyen Minh Chien, Head of Station of Tieu Can District
- Mr. Huynh Ngoc Tai, Head of Station of Cau Ke District
- Mr. Huynh Anh Tuan, Head of Station of Chau Thanh District
- Mr. Le Thanh Duy, Head of Station of Tra Cu District
- Mr. Nguyen Huu Hung, Head of Station of Mi Long Town

Annex 2

Hai Duong Urban Works Management Company – Opening Workshop on CRM Result of Internal Interview on Customer Service Perception (3rd July 2007)

| Department / Team | How do you define "Customers" ? | What kind of external services does your entity provide ? | What type of customers do you have ? | |
|---|---|--|---|---|
| Personnel & Administration Department Mrs. Nguyen Thi Loan | Customers are people who have demand of services provided by the company | Funeral service, taking care of flower gardens, green trees, O&M of public lighting, O&M of drainage/ sewerage system, rental of equipment and vehicles, customer consultancy, construction of urban infrastructure facilities | Households, enterprises/ companies, organizations, City's People's Committee | Mas cont |
| Accounting Department Mrs. Le Thi Hang | Customers are people who pay for services and are beneficiaries from services provided by the company | Financial and accounting reports; procedures for payment of expenses and receipts for services provided by the company | Board of directors, the company's staff; Provincial Depts. Of Finance, Financial Bureau and Tax Bureau of Hai Duong city, other | Dire throu offic |
| Technique & Investment Department Mr. Nguyen Dinh Khanh | Customers are people who pay for services provided by the company | Survey, consultancy in design of drainage/ sewerage systems, lighting, green space, gardens/ parks, small and medium-scale infrastructure construction | Enterprises, PPC, individuals, organizations... | Dire lette reco cust |
| Planning & Business Department Mr. Pham Ngoc Bac | Customers incl. those who pay for services provided and relevant partners whom the company has frequent communication on their business | Planting and taking care of green trees, decorative plants; lighting; funeral service; drainage and sewerage; customer consultancy; transport service etc. | Individuals, households, organizations, PC at all level | - Inf tel cu Infor news cont |

| | | | | |
|---|--|--|--|---|
| <p align="center">Sewerage Team</p> <p align="center">Mr. Khuong Dinh Thien</p> | <p>Customers are people who influence and affect the operations and business affairs of the company</p> | <ul style="list-style-type: none"> - Maintenance of drainage and sewerage system in residential areas, enterprises, industrial areas - Repairing and installation of sewers - Septic tank dredging and clearance | <p>Households, residential areas, enterprises</p> | <ul style="list-style-type: none"> - Te - Dir - Ne - Op |
| <p align="center">Management of Lakes-Team</p> <p align="center">Mr. Nguyen Van Thoi</p> | <p>Customer are people who buy, sell and exchange something</p> | <p>Sanitation, drainage and sewerage services</p> | <p>Households</p> | <p>Dire direc</p> |
| <p align="center">Pumping station- Team</p> <p align="center">Mr. Vu Quang Dai</p> | <p>Customers are all individuals and organizations that involve in all types of services provided by the Co.,</p> | <p>Pumping wastewater for city drainage</p> | <p>Agriculture Co-operatives in wards and communes of Hai Duong City & Viet Hoa agriculture Co-operative, Ngoc Chau agriculture Co-operative</p> | <p>Mee Viet Agric</p> |
| <p align="center">Public Electricity- Team</p> <p align="center">Mr. Nguyen Duc Song</p> | <p>Customers are people who have the demand of services and pay for services provided</p> | <p>Management and maintenance of public lighting network in Hai Duong city</p> <p>Installation of lighting works on the request of individuals, organizations, enterprises....</p> | <p>Hai Duong City People Committee</p> <p>Residential areas in wards, communes</p> | <p>Offic com Tele Com othe party</p> |
| <p align="center">Flower & Trees - Team</p> <p align="center">Mrs. Nguyen Thi Van</p> | <p>Customers are people who are involved in & pay for services provided by the company.</p> | <p>Providing service for decorative and green tree treatment (taking care) to individuals and organizations</p> | <p>Organizations, schools, restaurants, households</p> | <p>Direc cust</p> |
| <p align="center">Management of parks-Team</p> <p align="center">Mr. Mai Van Chien</p> | <p>Customers are people who have relations with the company in using goods and services provided by the company.</p> | <p>Vehicle (means of transport) keeping</p> <p>Providing refresher service</p> <p>Photograph service</p> | <p>All people who go to green parks for relaxing and entertainment regardless of ages</p> | <p>Direc on c Tele</p> |
| <p align="center">Funerals - Team</p> <p align="center">Mr. Hoang Sy Bau</p> | <p>Customers are people who use services, including individuals and organizations</p> | <ul style="list-style-type: none"> - Funeral service - Land leasing - Organization of package funeral service (on request of customers) | <ul style="list-style-type: none"> - Direct customers (local people using the company's services) - PPC | <ul style="list-style-type: none"> - Vi - Ac let fro |

| | | | | |
|---|--|--|---|---------------------|
| <p>Management of Cemetery - Team</p> <p>Mr. Hoang Van San</p> | <p>./.</p> | <ul style="list-style-type: none"> - Bury dead people - Clean up cemetery - Selling urns - Motorbike keeping at cemetery | <p>- Local people</p> | <p>Dire</p> |
| <p>Construction - Team</p> <p>Mr. Vu Van Khang</p> | <p>Customers are people who have been using services provided by the company</p> | <p>Construction, providing green trees and decorative trees, repairing and maintenance of water supply and drainage/ sewerage system</p> | <p>Local people in Hai Duong city and neighboring districts</p> | <p>Dire mee</p> |

**Annex No 3: Results of discussion at Hai Duong, Can Tho, Soc Trang and Tra Vinh
on skills and abilities needed by CCU staff**

| Descriptions | Hai Duong | Can Tho | Soc T |
|--|--|--|--|
| Personal characters | <ul style="list-style-type: none"> -Polite -Good communication -Smile is always on lips -Patient -Harmonious with customer -Quick, enthusiastic, active and serious | <ul style="list-style-type: none"> -Polite -Delicate, helpful -Joyful, enthusiastic, fluent, external – oriented | <ul style="list-style-type: none"> - Polite - Delicate, helpf - Joyful, enthus - Patient - Flexible - Client respect |
| Issue settlement | <ul style="list-style-type: none"> -Put oneself in clients' case -Identify clients' requirements -Being determined while working -Company's benefit is most | <ul style="list-style-type: none"> -Identify reasons -Obtain reliable information -Skills relating to case handle -Communication skills -Listening skills -Satisfy clients as much as possible -Manage and enhance staff abilities | <ul style="list-style-type: none"> - Listening, pers - Speaking clea - Client conside - Settle works e reasonably, et time, etc - Record for rep - Draw experier |
| Appearance | | <ul style="list-style-type: none"> -Dress, etc, -prestige | <ul style="list-style-type: none"> - Good ap - Polite dress |
| Working spirit | <ul style="list-style-type: none"> -Responsible -Indulge in works -Knowledge eager -Create good relationship | | |
| Professional and social knowledge | <ul style="list-style-type: none"> -Have good knowledge on concerned professional and sociality -Understand well of related units -Know well company services -Good advice to customer -Effectiveness | <ul style="list-style-type: none"> -Know exactly what we are doing -Have professional knowledge -Suitable ability -Understand standard operation procedure -Update information -Understand about water supply sector -Know company's policy well -Good knowledge on law and related regulations, etc | <ul style="list-style-type: none"> -Well trained -Have ability -Good commun -Know well func and responsibi departments, u -Improve profes -Know well com |

Annex 4:
Report Prepared by Mrs. Ha, Community Expert
Subject: Public Awareness Raising

I. Purpose

- To provide general introduction on public awareness activities of the project
- To identify necessary stakeholders involving in carrying out public information and awareness campaigns

II. Time

- Hai Duong: 02-04.07.2007
- Can Tho: 23 – 24 July, 2007
- Soc Trang: 25 – 26 July, 2007
- Tra Vinh: 28 – 30 July, 2007

III. Participants

- Representative from Companies's Board of Directors
- Heads of Relevant Departments/Units/Teams
- Members of Taskforce (CCU)

Note: In Soc Trang, Hai Duong and Tra Vinh companies, CCUs have been established in accordance with the project's requirement. The CCUs include 4-6 members. These members of CCUs are heads, deputy heads or staff of relevant departments/units within the companies. However in Can Tho, the company proposed to allocate new suitable staff working in CCU after attending this opening workshop in order to meet the requirement of the project.

IV. Outputs of workshop

During workshop, participants discussed actively and expressed their ideas. Followings are comments and ideas of discussion groups:

1. Subjects to be communicated to public

Regarding contents (subjects) of public information campaigns, all four companies agreed on the following 5 main subjects in public information campaigns:

- Information on environment impacts caused by wastewater discharging.
- Information on activities of the companies and project
- Introduction on the project, project's benefit to public health and environment
- Responsibilities of local people in the project area for environment protection and wastewater fee payment.
- Launching environment protection movements

Comments: In general, identified subjects in public information campaigns are similar for three companies. This shows that these companies have identified clearly their role and duties in public awareness activities not only within the project framework, but also in all company's activities.

2. Methods of public information to be successfully applied in localities

| Can Tho | Soc Trang | Tra Vinh | Hai Duong |
|------------------------------------|--|--|--|
| Dissemination to residential units | Direct information through local mass organizations | Coordination with PCs at various levels in disseminating information to local people | Coordination with PCs at various levels in disseminating information to local people |
| Distribution of documents | Combination with local launching movement on environment protection | Organizing contests on studying and learning about the project at localities | Distribution of documents |
| Television | Public information through radio station | Preparation of reports to be broadcasted on television | Public information through radio station, television |
| Making cartoons (animated films) | Coordination with residential clusters and groups | Composing operas and songs | Theater |
| Making short dramatics | Broadcasted on local television station | Broadcasted on radio station | |
| Displaying banners, slogans | "Village stories-Hamlet stories" or "Who is right? Who is wrong?" – Writings are broadcasted on local radio stations | Banners and slogans | Banners and slogans |
| Leaflet distribution | | Leaflet distribution | |
| Coaching | | Coaching | Coaching |

Comments:

After being guided, participants proposed mass media to be used in local public information. However, there are some similarities and differences among methods of public information which were considered as suitable by companies. The differences are decided by local characteristics:

- For example in Soc Trang, method of propaganda through churches, pagodas proposed by the company can be temporarily applied in locality, as Soc Trang has a high percentage of religious people. However, according to the company, it is more difficult to consider this is a good method of public information in Soc Trang because it is a sensitive issue and related to political matter. In Tra Vinh, the company has been carried out some activities of public information and awareness campaign through priests (churches) or reputable persons in pagodas. According to the company, this is a highly efficient method of public information and awareness.

- In Can Tho: The company said that it is difficult to implement public information successfully through local radio because the quality of radio is not good enough, moreover local people don't have the habit of frequent radio listening.

3. Identification of stakeholders

- Purpose of stakeholder identification is to help companies to identify the main stakeholders who play a specific role in public information activities of company, and accordingly the company can orient activities of public information in future.

- Methodology: Participatory Rapid Assessment (PRA): Firstly, participants are divided into 2 discussion groups in order to select 4 main relevant agencies in the company's public information activities and arranged these agencies by level of importance. Then these two discussion groups present discussion results and all participants will discuss to establish a matrix of stakeholders' general interventions (identifying the role of stakeholders in the company's public information activities).

| Organizations | Function/responsibilities | Role/Importance | |
|---|---|------------------------------|--------------------|
| Group 1: CCU | | | |
| Health department | Public health care | Moderately important | No int |
| Education department | Education management | Relatively important | Imple |
| Department of Natural Resources and Environment | Management in natural resources and environment protection | Less important | Provid supply |
| Women's Union | Propaganda and mobilization for implementation of Party and State's policies and guidelines | <u>Very important</u> | Suppo memb |
| Group 2: Other organizations | | | |
| Local authorities (ward/commune) | Management of implementation arrangement | Very important | Comb inform projec |
| Women's union | Propaganda and mobilization for implementation | Relatively important | Propa memb |
| Schools | Educational propaganda | Moderately important | Imple school |
| Youth union | Propaganda and mobilization for implementation | Less important | Propa memb |

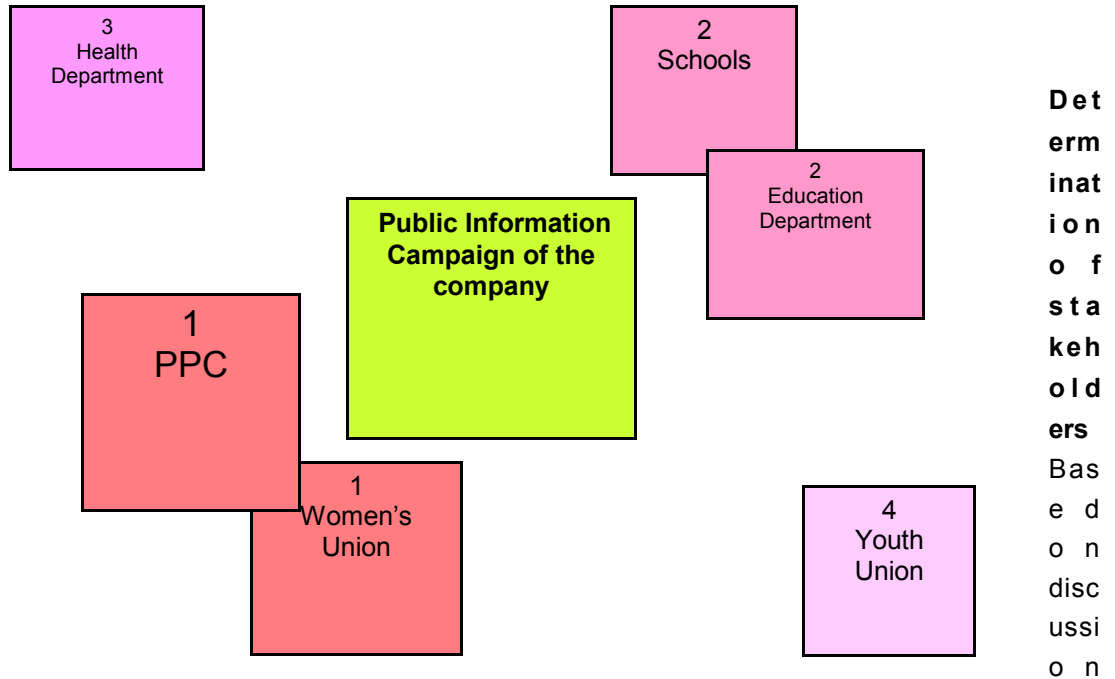
Hai Duong Urban Service

Company

Flowchart of stakeholders' intervention/effect

The results of group presentation and discussion on stakeholders' intervention and effect can be summarized by levels of importance as follows:

- PPC and Women's Union
- Education Department and Schools
- Health Department
- Youth Union



results of group 2 and actual situation, the company's board of directors determined main stakeholders in public information and awareness campaign: local authorities at ward and commune levels (specifically, there are 8 wards in Hai Duong city).

Reasons to determine People Committees as the main stakeholder:

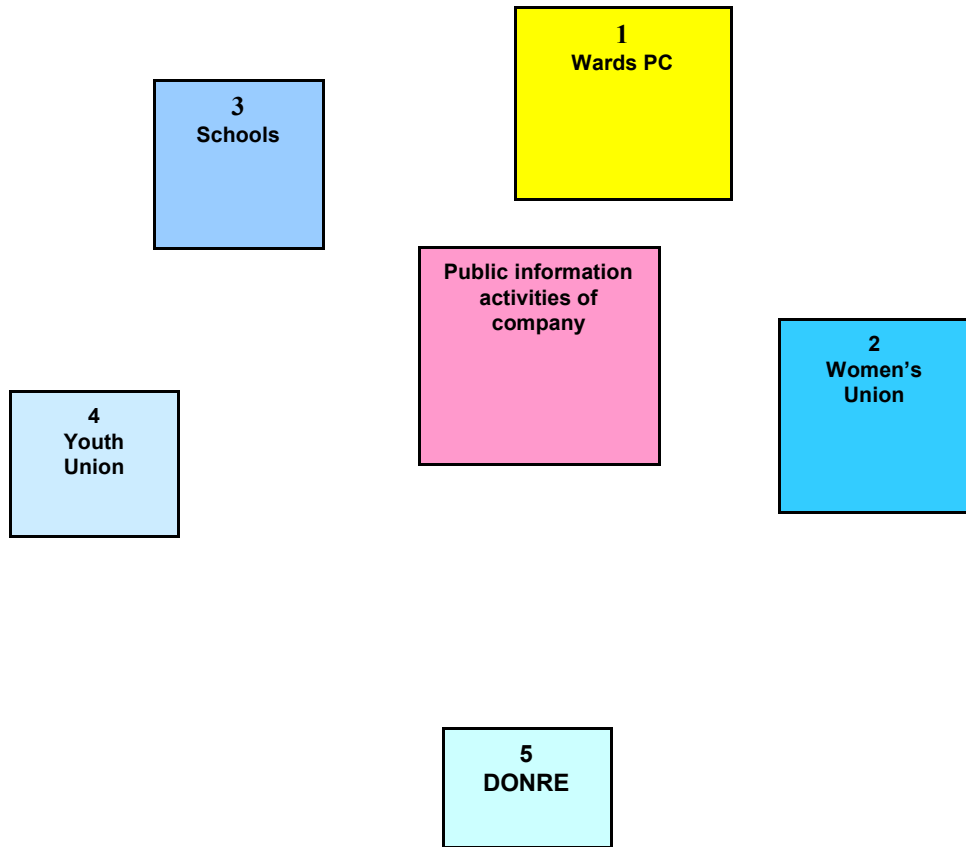
- The company has a close co-operation with People Committees at ward level in disseminating project information to community representatives successfully.
- People Committees have capacity to implement propaganda and introduce proper sanctions that contribute to promote the efficiency of the company's operations. For example, PCs can encourage and mobilize people to pay for wastewater fee in future.
- Heads of residential units who are community representatives actively mobilize community participation in people's meetings and disseminate policies as well as promote communities to support these policies etc.

Can Tho Water Supply & Sewerage Company

Table 1: Matrix of stakeholders' interventions

| Organizations/Agencies | Functions/Duties | Importance to the company's public information activities | |
|---|--|--|---------------|
| GROUP 1 | | | |
| Ward's PPC + Residential Units | Implementing activities at community level | Very important 1 | Imple |
| Schools | Educating pupils' awareness | Relatively important 2 | Laun proje |
| Department of Natural Resources and Environment | Supporting in technical aspects | Less important 3 | Provi comp |
| Urban Public Works Company | Supporting and coordinating to implement propaganda s | Moderately important 4 | Coor propa |
| GROUP 2 | | | |
| Residential units | Guiding, facilitating in inspection and implementation | Very important 1 | Conc to pr |
| Women's Union | Implementing public propaganda and mobilization | Relatively important 2 | Imple wom |
| Youth Union | Directly implementing, inspecting and supervising | Moderately important 3 | Imple |
| Schools | Implementing education and propaganda | Less important 4 | Prop |

Figure 1: Matrix of stakeholders' intervention/effects

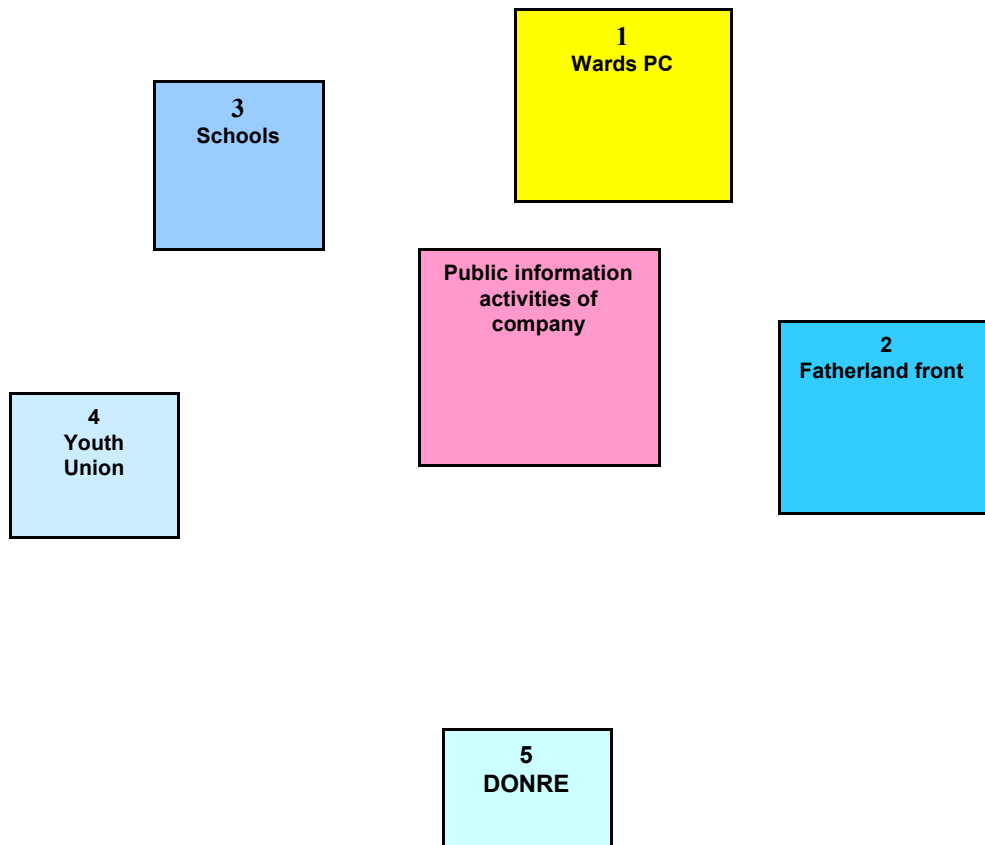


Soc Trang Urban Public Works Company

Table 2: Matrix of stakeholders' intervention/effects

| Organizations/Agencies | Functions/Duties | Importance to the company's public information activities | |
|-------------------------------------|---|--|---------------------------------|
| GROUP 1 | | | |
| Local authorities | Propagandizing | Very important 1 | Issuing regulat |
| Schools | Education | Relatively important 3 | Launching mov learning |
| DONRE | Providing information and policies | Moderately important 2 | Providing infor |
| Department of Health | Coordinating in propaganda | Less important 4 | Propagandizing |
| NHÓM 2 | | | |
| Schools | Implementing education | Less important 4 | Providing educ |
| Fatherland Fronts at various levels | Implementing propaganda | Relatively important 2 | Implementing p |
| DONRE | Finding out and proposing measures | Moderately important 3 | Implementing p environmental |
| Local authorities (PCs) | proposing guidelines/policies and implementation method | Very important 1 | Implementing p |

Figure 2: Matrix of stakeholders' intervention/effects



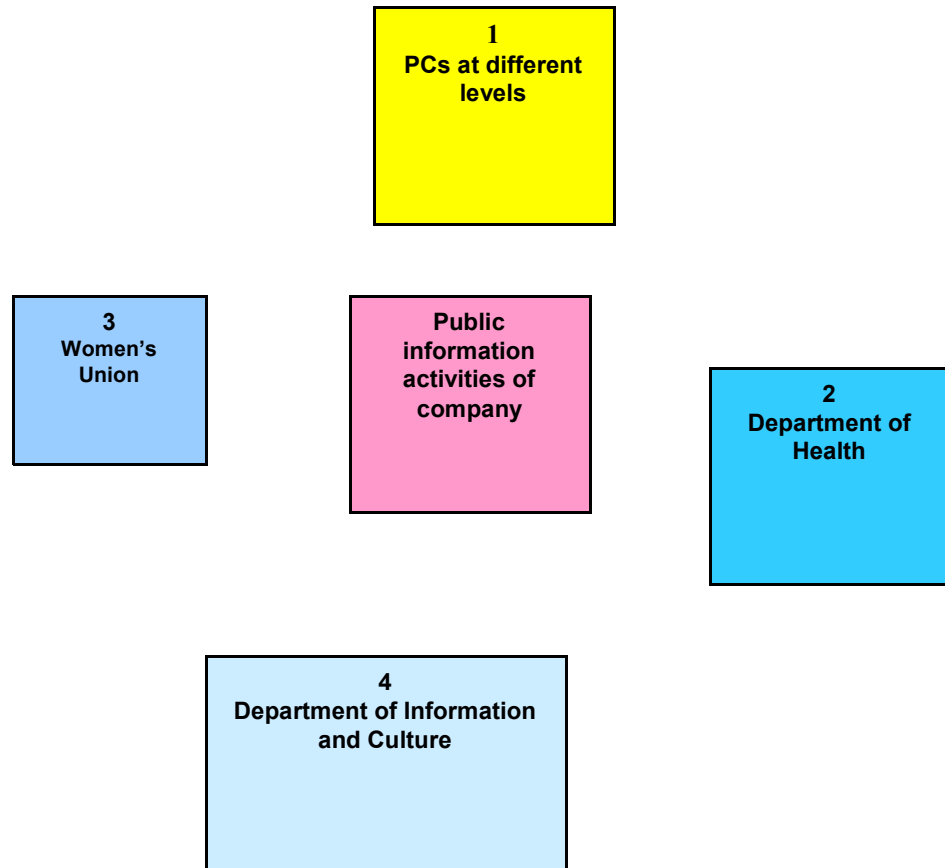
Tra Vinh Water Supply & Sewerage Company

Table 3: Matrix of stakeholders' intervention/effects

| Organizations/ Agencies | Functions/ Duties | Importance to the company's public information activities | |
|---------------------------------------|--|--|---|
| GROUP 1 | | | |
| PCs at different levels | - Issuing legal procedures, dealing with relevant matters at locality and guiding in task implementation | Relatively important 1 | Coordinating information, p work |
| Department of Health | Strongly supporting in public information campaign | Relatively important 2 | Coordinating y on technical a |
| Women's Union | Closely and directly contact with communities | Moderately important 3 | Easily approa |
| Department of Information and Culture | Public dissemination of project information | Less important 4 | Implementing |
| GROUP 2 | | | |
| Women's Union | Implementing public propaganda | Moderately important | Actively supp activities. |
| - DONRE - Department of Health | Environmental management Health protection | Moderately important | - Guiding imp - Building and environmenta |

| | | | |
|-------------------------------|--|----------------|-------------------------|
| Television and Radio Stations | Indirect information and communication | Less important | Disseminating community |
| PCs at different levels | Guiding in management, policies and legislations | Very important | Facilitating the |

Sơ đồ ma trận ảnh hưởng



Conclusion of selection of stakeholders for cooperation in 4 companies

| Name of Companies | Level of Importance | | | | |
|-------------------|-----------------------|-----------------------------|-------------------|--------------------------------|----------------------|
| | 1 | 2 | 3 | 4 | 5 |
| Hai Duong | PPC and Women's Union | Education Dept. and Schools | Health Department | Youth Union | |
| Can Tho | City, wards PC | Women Union | School | Youth Union | DONRE |
| Soc Trang | City, wards PC | Fatherland Front | DONRE | School | Department of Health |
| Tra Vinh | City, wards PC | Department of Health | Women Union | Dep., of culture & information | |

Comments:

- For 4 companies, People Committees at different levels are identified to be the main stakeholders in their public information and awareness campaigns because all activities of the companies and the project should be agreed and approved by PCs, PCs play important role in guiding and steering the

implementation of these activities. Mass organizations such as women's union, youth union, veteran association etc are governed and directed from PCs. Heads of residential units and residential groups are stakeholders who actively participate in public information. Especially for wastewater tariff application in future, PCs can issue proper regulations on household connection and wastewater tariff collection as well as punishment to legislation violation households.

- For the role of women's union, there is a different idea between companies in the South and companies in the North: In the North, the role of women's union is clear that they actively and efficiently participate in various activities like public propagandas and movements of sanitation, environment protection, mobilizing community participation in weekly street and lane cleaning (ex. in Bac Ninh) . In the South, the above mentioned activities have not been carried out regularly, so that the role of women's union is not clear. Moreover, women's union has not actively participated in public information and they have not played an important role in public activities.

IV. Next steps

- Consultant will work together with CCU staffs to develop JOBS and SOPs for activities related to information campaign and education campaign to raise public awareness
- Consultant will prepare and with each company to organize kick off Workshop on community participation and another activities to identify objective and location for pilot measure
- Consultant will work together with CCU staffs to develop company's implementation plan on public awareness campaign for 2007 and 2008

Workshop Photos

Annex 5:

Report on CCU Opening workshop Prepared by Le Thi My Linh

1. Hai Duong

First day: 2 July

The part on General Introduction of CCU: function and duties were carried out from 9.30 to 10.15 AM. After break, participants had brain storming to give idea of competency (Knowledge, skills, attitude) of CCU staff. Then they presented their idea and explanation.

The output was the group agreement on competency of CCU staff in the annex 1.

Third day: 4 July

From 8 to 9.30: firstly Ms. Linh presented briefly about the structure of customer relation guideline. Secondly, participants were divided by three groups to skim the contents of their part and prepare for presentation. Then, each group sent two participants to present the content of their part.

After break, Ms. Linh presented about draft Customer relation management (CRM) policy and responded for the participants' questions. Then, participants were divided by two groups to read very carefully the draft CRM policy and discussed the changes. Finally, each group presented their ideas of changing words, sentence of draft policy and has agreement from the whole group.

The output was the revised CRM draft policy.

Comment: Participants were very active in the workshop and the workshop meets its objectives

Note: Before closing the workshop, we had asked participants to provide the comment for improving. (it was taken photo by Ms. Nhan- assistant in Hai Duong. She had sent it to me, but I can not open it. Son may receive it and write it.)

2. Can Tho

First day: 23 July

The part on General Introduction of CCU: function and duties were carried out from 9.30 to 10.15 AM. After break, participants had brain storming to give idea of competency (Knowledge, skills, attitude) of CCU staff. Then they presented their idea and explanation.

The output was the group agreement on competency of CCU staff in the annex 1.

Second day: 24 July

From 9 to 9.30: Ms. Linh presented about draft Customer relation management (CRM) policy and responded for the participants' questions. After break, participants were divided by two groups to read very carefully the draft CRM policy and discussed the changes. Finally, each group presented their ideas of changing words, sentence of draft policy and has agreement from the whole group. The workshop finished at 12 AM.

The output was the revised CRM draft policy.

Comment: Participants were not active in the workshop, they were more quiet compared with Hai Duong group. They were shy to give opinion in the whole class, but the contribution of policy were very good. The workshop meets its objectives

Note: the workshop was finished in 1.5 days instead of 2 days as plan. The CRM guideline was not introduce since no time and they were too tired and did not want to come back in the afternoon.

3. Soc Trang

First day: 25 July

The part on General Introduction of CCU: function and duties were carried out from 9.30 to 10.15 AM. After break, participants had brain storming to give idea of competency (Knowledge, skills, attitude) of CCU staff. Then they presented their idea and explanation.

The output was the group agreement on competency of CCU staff in the annex 1.

Second day: 26 July

From 9 to 9.20 Ms. Linh presented briefly about the structure of customer relation guideline.

From 9.20 to 10.10: Ms. Linh presented about draft Customer relation management (CRM) policy and responded for the participants' questions. After break, participants were divided by two groups to read very carefully the draft CRM policy and discussed the changes. Finally, each group presented their ideas of changing words, sentence of draft policy and has agreement from the whole group. The workshop finished at 12 AM.

The output was the revised CRM draft policy.

Comment: Participants were very active in the workshop, they were more active compared with Hai Duong group. The workshop meets its objectives

Note: the workshop was finished in 1.5 days instead of 2 days as plan. Morning 27 July, Ms. Linh had a meeting and conducted the interviews with three team leaders: fee collection team, sewerage team, decorative plant team to understand about their business and needs.

4. Tra Vinh

First day: 28 July

In the morning:

The part on General Introduction of CCU: function and duties were carried out from 9.30 to 10.15 AM. After break, participants had brain storming to give idea of competency (Knowledge, skills, attitude) of CCU staff. Then they presented their idea and explanation.

The output was the group agreement on competency of CCU staff in the annex 1.

In the afternoon:

13.30-13.45: review the output of the group discussion from the morning. Then, Linh presented briefly about the structure of customer relation guideline.

From 14.30-15.00: Ms. Linh presented about draft Customer relation management (CRM) policy and responded for the participants' questions. Then, participants were divided by two groups to read very carefully the draft CRM policy and discussed the changes. Finally, each group presented their ideas of changing words, sentence of draft policy and has agreement from the whole group. The workshop finished at 16 PM as their request.

The output was the revised CRM draft policy.

Comment: Participants were very active in the workshop, they were more active compared with Hai Duong group however, since the group was too crowded (31 participants) so not all of them were active. The workshop meets its objectives.

Note: Ms. Linh finished her part and returned to Hanoi on Sunday.

