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CORPORATE SOCIAL RESPONSIBILITY ACTION PLAN FOR WASCO INC. SAINT LUCIA

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To Andrea Nelson.

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ABBREVIATIONS AND ACRONYMS

- CSR - Corporate Social Responsibility
- CWA – Central Water Authority
- DCA – Development Control Authority
- FGP – Final Graduation Project
- GRI – Global Reporting Initiatives
- GoSL – Government of Saint Lucia
- GPM – Green Project Management
- ICT – Information Communication Technology
- KPIs – Key Performance Indicators
- N/A – not assessed
- PMI - Project Management Institute
- *PMBOK* - A Guide to the Project Management Book of Knowledge
- PRiSM – Projects Integrating Sustainable Methods
- SDGs – Sustainable Development Goals
- UN – United Nations
- WASCO - Water and Sewage Company Incorporated

EXECUTIVE SUMMARY (ABSTRACT)

Water is essential to the survival and well-being of us human beings (Rouse & Rouse, 2007), as well as supporting the communities in which we live and work. This is a reality and holds true for all nations around the world, including Saint Lucia. As a natural resource, water, goes beyond sustenance, providing for the development of Saint Lucia's economy. The management of this natural resource falls on a company which over time has overcome many challenges. Despite several challenges, Water and Sewerage Company Incorporated (WASCO) is committed to providing the residents of Saint Lucia with a consistent supply of potable water and management of sewerage (WASCO Inc., 2020). The operations that enable these services, have come under scrutiny by many stakeholders. Many of these stakeholders believe that WASCO is not acting responsibly towards addressing social issues and is not sensitive to the welfare of the environment, particularly around its operations.

The impact made by WASCO in addressing some of these concerns has been sparse and, for the most part, serve as bandages. The organization is facing increasing demands to improve the quality of its services by policy makers and its consumers. With expanding economic sectors and growing demands for housing, WASCO's current service supply is further strained by ageing potable water and sanitation infrastructure. In addition, hurricanes and storms cause flooding or sedimentation reducing the supply and quality of services. Added to these are the frequent trade union interventions seeking redress to employee grievances. There is also growing pressure from policy makers and funding agencies to adopt and report on targets of the Sustainable Development Goals (SDG) adopted by the United Nations and similar performance indicators. WASCO has not considered using a CSR approach in strategically addressing these concerns and expectations.

The general objective of the Final Graduation Project (FGP) was to develop a corporate social responsibility action plan to develop a corporate social responsibility action plan to align the WASCO's operations and projects to Corporate Social Responsibility (CSR) components, derived from global standards and United Nations Sustainable Development Goals (UN SDG's), benefiting the organization itself, the environment, and the society. The specific objectives were to assess the organizational structure, policies, and procedures used in support of WASCO's operations and projects to identify strengths, weaknesses, opportunities, and threats in attainment of CSR goals and objectives derived from United Nations Sustainable Development Goals (UN SDG's) and the global standards for sustainability reporting; to determine possible actions and projects to address the company activities towards CSR objectives derived from United Nations Sustainable Development Goals and the global standards for sustainability reporting; and to elaborate the proposal of a corporate social responsibility action plan to establish long-term economic, environmental, and social strategies in WASCO's operations and projects.

The methodology used for the research involves the use of quantitative and qualitative analysis. The main sources used to develop the action plan were interviews, the analysis of survey data and reviewing manuals which guide policies and procedures. The process also involved the introduction of knowledge and insight provide by experts in the field of sustainable development and project management.

The process also included identifying additional stakeholders and developing further communication strategies and plans to address weakness in applying CSR.

Corporate Social Responsibility (CSR) is not all buzz and fluff, as the research indicates that many international corporations, particularly from the United Sates, have garnered benefits for themselves and the environment. Many of these corporations follow the guidance provided by Global Reporting Initiative (GRI) on sustainable reporting standards and the Sustainable Development Goals adopted by the United Nations. The information obtained during this project indicates that several international lending agencies have provided support to initiatives that include CSR components. Agencies such as the World Bank and the Caribbean Development Bank have provided support to projects with outcomes, including improving the economy, protecting the environment, and improving social well-being. In addition, the UN SDGs and the Agenda 2030 is driving the adoption of these and other outcomes at a global level. These global initiatives require the participation of member states to create the environment, and at times provide, financial and institutional support for achieving the desired results by 2030. This research suggests agencies such as WASCO Inc., are aptly placed, not only to implement activities formulated from CSR guidelines, standards, and principles to facilitate government's international commitments, but to provide opportunities for the transfer of benefits to their employees, the environment, and the communities which it serves and operates in. Information reviewed in this project reveal that WASCO has several opportunities that makes it well suited for adopting a CSR approach to realize changes in its operations and projects beneficial to the economy, the environment, and the community. To achieve this, requires resources, formidable knowledge, and tools and techniques. WASCO depends largely on the human capital of its workforce and availability of water to generate revenue. WASCO's management should continue to pursue CSR initiatives that focus on strengthening the relation between these resources and its core services, to the extent that benefits could be extended to the community and the environment.

As a result of this project it was recognized that awareness of CSR guidelines, standards, and principles in the local business and government environment is lacking. However, further investigation showed that there was familiarity with the CSR concepts and terminology. Further, the research indicates that there was lack of clarity in its meaning and how to implement. Being a global issue, the recommendation is that more organizations, like WASCO, adopt CSR guidelines, standards, and principles in both government and business sectors. With growing momentum to find more efficient ways to generate viable economic activities while safeguarding the environment and improving social well-being, additional research could examine CSR in practice, and identify the challenges and opportunities derived from business and government sectors. For its part, WASCO is ideal in becoming a subject matter within the scope of such research as its activities border on those of both sectors. The outcomes from these research opportunities would improve the understanding of CSR within Saint Lucia's local industry and populous, given its unique challenges and constraints as an island nation.

For CSR initiatives and activities to be successful, it is recommended that the employees demonstrate dedication and commitment, by using and applying several standards, tools and techniques. For WASCO, these would include the GPM P5

Standard, the GRI Sustainable Reporting Standards, the principles of the Project Management Body of Knowledge, and Information Communication Technology. Though these tools, techniques, and standards are well suited for monitoring and managing the processes associated with implementing CSR initiatives and activities, long-term benefits would be achieved when they are integrated by WASCO providing clarity, purpose, and value into their daily operations and future projects.

Considering that this is a unique opportunity to make external contributions to the environment and the community through the CSR initiatives, this study suggest that WASCO would also need to implement initiatives that improve employee job satisfaction by creating a safe and respectful workplace, and strengthening their knowledge capacity and personal development. Strengthening knowledge capacity should include the areas of project management, monitoring relevant indicators and applying reporting standards. By doing this, the organization would know how to move collaboratively with its employees over the hurdles in applying CSR approaches within its operations and projects. Success also depends on communication. A communication plan from conception to implementation would have to be managed by the communications unit at WASCO. The organization would have to identify and inform stakeholders, and when necessary request support for initiatives. The communication plan would also be used to strengthen the relationship between WASCO and its customers, more so as CSR approaches will require changes to responsibilities and expectations for both parties. Operating within the environment also calls on WASCO to ensure that its contractors and suppliers are knowledgeable about their responsibilities and expectations regarding their contribution to CSR initiatives. It would not only be expected that they follow guidelines on how to operate within the environment, but also how to treat their workers. It is expected that the standards and code of conduct adopted by WASCO in the treatment of its own employees are translated to the contractors and suppliers with whom they engage. WASCO would use many communication channels to not only inform the contractors and suppliers of the standards, but also the community of its plans and corral interest and support. The aim is to engage the community to gain support for CSR initiatives and encourage accountability in accomplishing outcomes. Communication would be integral in the pursuit of freshwater conservation, helping the community at large to become stewards of water by reducing waste, conserving and protecting water and its sources.

The result of this study also concludes that the nonstationary factors and priorities, both internal and external, and the growing needs of stakeholders requires that WASCO is resilient but strategic. This study further concludes that a CSR approach would emphasize WASCO’s commitment to governance, people, communities, and their environment is more than a promise. It’s action, knowing that there is no better time than now, for us all to help shape a sustainable future benefiting the economy, the environment, and our community.

1. INTRODUCTION

1.1. Background

Established in 1965, the Water and Sewerage Company Incorporated (WASCO) had as its main objective the supply, conservation, and distribution of potable water. Over the years the company has expanded its distribution networks, supplying potable water to residents and commercial entities in Saint Lucia. These expansions have created an added demand on the water resources of the country.

Aside from managing the distribution of potable water and wastewater, WASCO is also responsible for managing catchment areas for and treatment facilities of the natural resource. Together, these form the roots which are paramount for the development and growth of a nation such as Saint Lucia, with limited natural resources. This underscores the importance of water as critical for socio-economic development and healthy ecosystems. Today, pressure on organizations, public and private, to pay greater attention to the environment and society continues to grow and more so for those providing the necessities of daily living.

1.2. Statement of the problem

To date, strategies related to CSR have not been explicitly defined by WASCO. However, the company continues its cohesive approach in desiring improvements in its infrastructure, its climate resilience, its reputation with its stakeholders, and its trust with the general public (Star Publishing Company, 2018). All of these could very well be contained in an action plan with strategic initiatives that tunes WASCO's responsibilities to the community, its employees, and the environment, These responsibilities could be translated into standards that could be applied at all levels of its operations and projects, and extended to those who collaborate with WASCO, such as contractors, suppliers, and other key stakeholders. Hence, the anticipated result is that WASCO would hold themselves and partners in the supply chain to the highest standards applicable, while improving its financial resilience.

In addition, the demand for additional capacity and the need to manage the supply of potable water efficiently has come under scrutiny by politicians, residents, environmentalist, and other groups within the country and the Caribbean region. External pressures have also been created as a result of Saint Lucia's adoption of the Sustainable Development Goals (SDG) outlined by the United Nations (United Nations, 2020). As a member state of the United Nations and signatory to SDG, Saint Lucia, among other objectives, should be planning and implementing policies to ensure the access water and sanitation for all (Uniated Nations, 2020). It is possible, that such policies are not fully understood, making it difficult for WASCO's to contribute towards achieving the goals proposed for the 2030 Agenda (United Nations, 2020), while developing strategies in response to its local social and economic demands.

Lately, the company has also been challenged by failing infrastructure and restrictive government financial support amidst the increasing demands for the essential resource, water, to be more reliably available for a variety of commercial and residential needs. Given its peculiar position in managing the distribution of such a resource, WASCO should align its policies, actions, and projects to that of a socially responsible organization.

WASCO, for its part, has had to execute projects to produce outcomes which respond to increasing demands fueled by socio-economic development strategies. The company has created and implemented projects which have responded accordingly, in developing additional sources and capacity to meet the country's growing needs. In this context, there has been increasing concerns by the general public that the outcomes of these projects and activities are not beneficial to the society and, at times, damaging to the environment and ecosystems.

1.3. Purpose

WASCO recognizes the importance of defining an approach of CSR within their day to day activities. For this reason and following the acknowledgement of its challenges, it is necessary to stablish a CSR Action Plan for WASCO that allows its projects and its operations to be developed under specific economic, environmental, and social strategies.

The company is looking forward to improving its internal processes and methodologies. Therefore, by adopting a project management mindset and staying committed to the company's responsibilities, the plan will incorporate resources, actions and budget requirements, among other elements, to guide and govern the organization's operation and project management processes. The goal is to ensure that the plan adheres to CSR components which effectively reflects WASCO as a company that is socially responsible in the management of water and dispensing its additional services. This plan will help WASCO to command actions and activities to manage appropriately environmental and social issues associated with its operations and projects implemented to beneficiate the communities where they take place.

It is also the intention of this action plan to identify strengths, weaknesses, opportunities, and threats related project management and recommend the appropriate actions to guarantee outcomes which further emphasizes the organization's social responsibilities.

1.4. General objective

To develop a corporate social responsibility action plan to develop a corporate social responsibility action plan to align the WASCO's operations and projects to Corporate Social Responsibility (CSR) components, derived from global standards and United Nations Sustainable Development Goals (UN SDG's), benefiting the organization itself, the environment, and the society.

1.5. Specific objectives

1. To assess the organizational structure, policies, and procedures used in support of WASCO's operations and projects to identify strengths, weaknesses, opportunities, and threats in attainment of CSR goals and objectives derived from United Nations Sustainable Development Goals (UN SDG's) and the global standards for sustainability reporting.

2. To determine possible actions and projects to address the company activities towards CSR objectives derived from United Nations Sustainable Development Goals and the global standards for sustainability reporting.

3. To elaborate the proposal of a corporate social responsibility action plan to establish long-term economic, environmental, and social strategies in WASCO's operations and projects.

2. THEORETICAL FRAMEWORK

2.1. Company/Enterprise framework

WASCO is a statutory body responsible for the management of potable water and sewerage systems. As a statutory body, it operates as a portfolio under the Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Co-operatives.

WASCO, originally referred to as the Saint Lucia Central Water Authority (CWA), was formally created via the provisions of the Water Authority Act. No. 24 of 1964. The CWA would then become a statutory body in 1984, and in 1999, which saw some restructuring and the entity becoming incorporated, and its name adjusted accordingly to become The Water and Sewerage Company, Incorporated (WASCO).

WASCO is responsible for maintaining and protecting the sources of potable water which includes the John Compton Dam, and various rivers and streams; managing the water treatment plants; managing and maintaining water storage tanks; and establishing and maintaining the distribution pipes for the potable water and sewerage. It's customer base includes all households, and businesses in Saint Lucia. To enable it to maintain its operations and execute new projects, its financial sources include annual government disbursements and the revenue from services of the supply of potable water and management of sewerage.

The management of its operations are controlled from one main office in the city - Castries, and sub offices in Soufriere and Vieux Fort.

2.1.1 Mission and vision statements

WASCO's updated mission and vision focuses on collaborative effort of its human resources and the sustainable management of the natural resource, water.
WASCO's mission statement (WASCO Inc., 2020) speaks of the company's "Will" to:

- Promote – collaboration, continuous, learning, training, and development.
- Foster – teamwork, professionalism.

- Emphasize – accountability.
- Use – appropriate technology and business processes.
- Deliver – a consistent, safe, and reliable water and wastewater service.
- Resulting in – excellent customer care and financial viability within a sustainable environment.

WASCO's vision:
"We are a self-sufficient environmentally sensitive organization staffed by knowledge empowered employees committed to excellence and customer care in the provision of water and waste water services." (WASCO Inc., 2020).

In its mission, the WASCO references the word "sustainable" in the context of continuous financial viability to make provision for supporting its customers. Despite not containing elements which speak directly to its ability to execute projects and activities that embodies a socially responsible organization, the outcomes of its project could suggest that. More specifically, the outcomes and objectives could communicate to its internal and external stakeholders the organization's commitment to social responsibility while remaining true to its vision and mission. The proposed action plan will seek to understand stakeholders' understanding of the mission and vision statements and how implementing them could communicate the organization's social responsibilities.

2.1.2 Organizational structure

The current organization structure of WASCO reflects the outcome of its transition into a statutory body in 1984 (WASCO's History, 2020). This transition also saw the organization's name changed from Central Water Authority(CWA), to its current name of Water And Sewerage Authority, Incorporated (WASCO).

As a statutory body, WASCO falls under the portfolio of the Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Co-operatives through the Water Resource Management Agency. As such, WASCO is managed by a board

which oversees its strategies and operations. The board comprises of a chairman and six directors.

Figure 1 illustrates WASCO's senior management structure, which comprises a General Manager with support from a Financial Controller, a Corporate Secretary Legal Officer, a Customer Services Manager, a Human Resource Manager, a Strategic Planning Manager, a Senor Auditor, and an Information Technology Manager.

Also depicted in the Figure 1 is WASCO's Heads of Department, from where additional management support is provided by the following: Wastewater Services Manager, Planning Construction and Design, Senor Accountant, Water Services Manager, and Support Services.

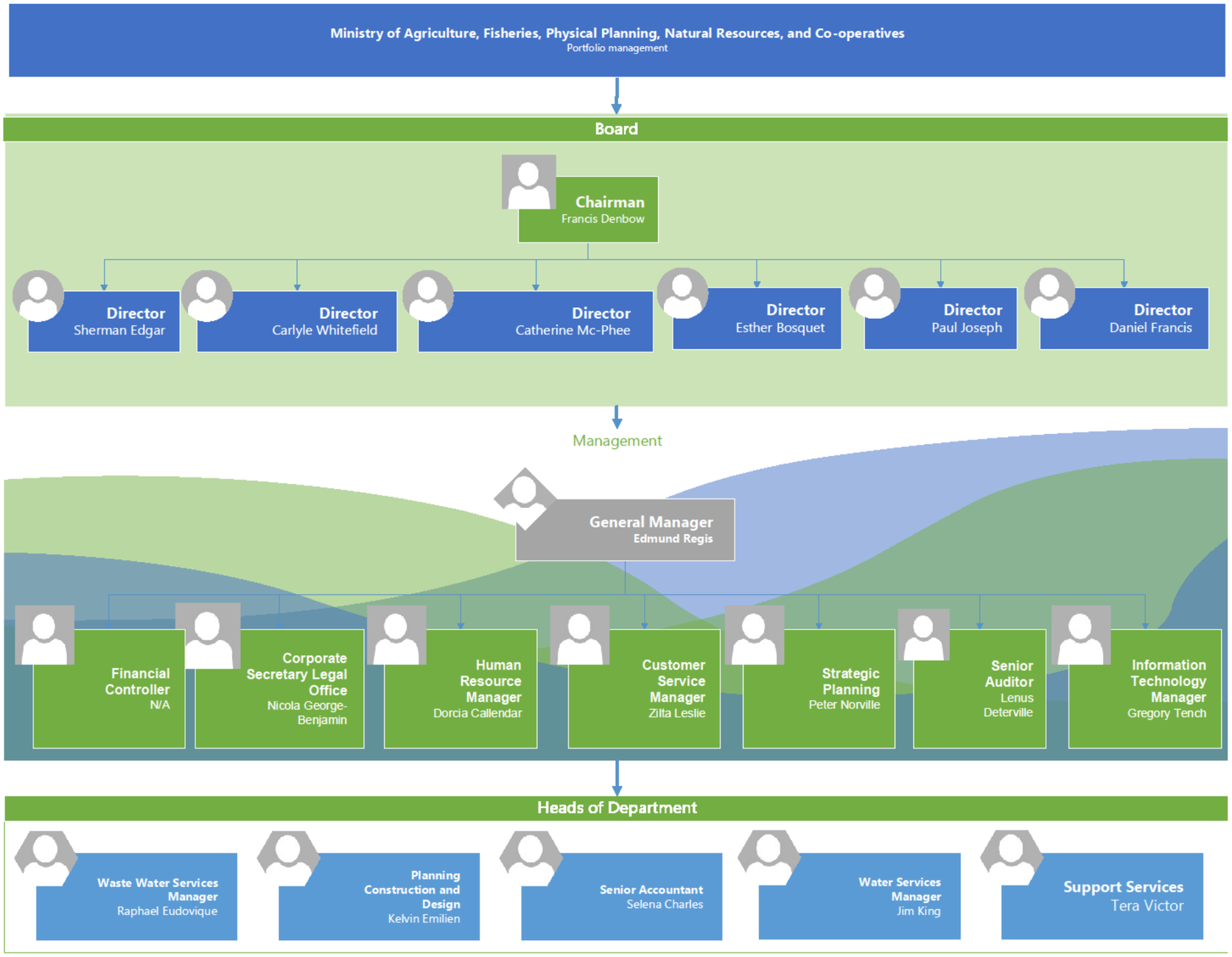

Figure 1 Organization structure of WASCO. Source: (Author, 2020)

2.1.3 Products offered

Having its roots as Central Water and Authority from 1965, when it was responsible for supplying and conserving potable water, distribution, and amplifying water resources, over the years, WASCO has been given additional responsibilities. At the time of its transformation in 1984, when the organization was renamed to Water and Sewerage Authority (WASA), the organization received the added responsibility for managing sewerage disposal. After restructuring of its responsibilities and name change in 1999, the organization became Water and Sewerage Authority, Incorporated (WASCO). Today, as WASCO, it manages several raw water catchment areas and treatment plants, which includes the island's biggest source of potable water, the John Compton Dam.

2.2. Project Management concepts

2.2.1 Project

A project, as defined by the Project Management Body of Knowledge (PMBOK), "is a temporary endeavor undertaken to create a unique product, or service, or result." (PMI, 2017, p. 4). The unique characteristic is derived from the unique combination of resources and activities, in creating a unique object or service, that is bounded by a start and finish time. With a definitive start and end time, is what gives the endeavor its temporary characteristic (PMI, 2017, p. 4). The unique product or service has additional characteristics which defines it as tangible or intangible. To create this unique product or service, a project would have a set of rules and guidelines that will determine when it is complete. These rules and guidelines are called project requirements.

2.2.2 Project management

Project management refers to the act of applying knowledge, techniques, tools, and skills that seek to create a unique product or service in accordance with project requirements (PMI, 2017, p. 10).

2.2.3 Project life cycle

The project life cycle in its simplest form, encompasses the states at the beginning, the middle and the ending of a project. More formally, these states are known as the initiating, planning, execution, and closing phases (Figure 2). These phases come together to form the project life cycle and within each are a set of project management activities and actions, which on completion, allows the project team to achieve project success.

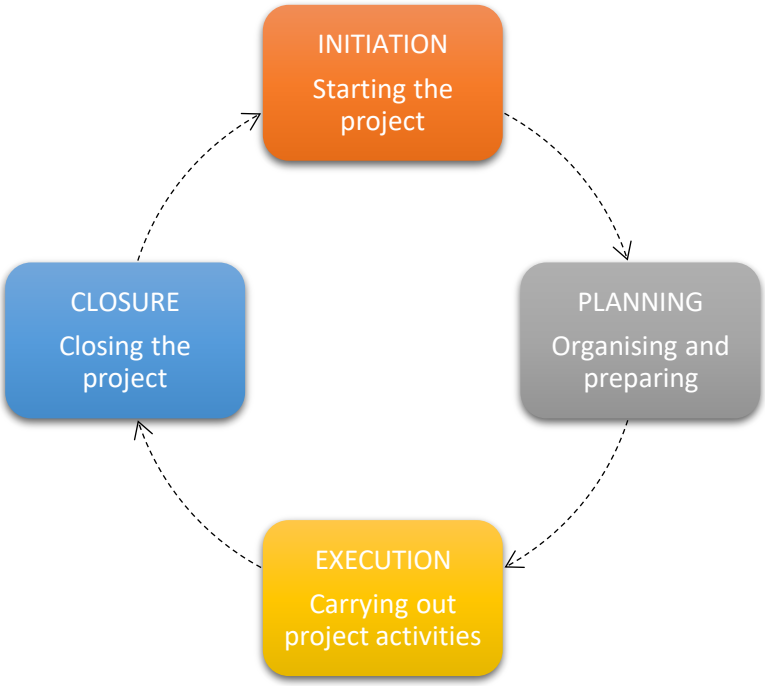

Figure 2 Project Life Cycle diagram. Source: (Author, 2020)

2.2.4 Project management processes

Project management processes refers to a series of logically linked actions and activities performed to achieve one or more products or outcomes (PMI, 2017, p. 22). PMBOK defines a process as “a systematic series of activities directed towards causing an end result such that one or more inputs will be acted upon to create one or more outputs” (PMI, 2017, p. 714). In project management, processes follow a set of principles and practices resulting in project outcomes, and thereby increasing the certitude of project success.

2.2.5 Project management knowledge areas

Developed by Project Management Institute (PMI), PMBOK is a set of written guides of recommended common, good, practices and principles for project management. Amongst these guidelines are the "10 Knowledge Areas" (PMI, 2017, p. 23) that represent the main project management functions through which project success could be achieved. These project management knowledge areas (PMI, 2017, p. 23) are as follows:

- Project Integration Management – is the process which coordinates all the other knowledge areas to bring about a single project with defined goals and objectives.
- Project Scope Management – is the process in which all tasks are defined for the project with the appropriate checks and controls for validation.
- Project Schedule Management – is the process which ensures schedules are maintained throughout to ensure a timely completion of a successful project.
- Project Cost Management – is the process which involves creating a budget for the project and actively monitor and evaluate costs to ensure compliance.
- Project Quality Management – is the process which defines acceptable conditions and seeks to maintain consistency in the deliverables.
- Project Resource Management – is the knowledge area which focuses on "the processes to identify, acquire, and manage resources" (PMI, 2017, p. 24). These resources include human, supplies, equipment, funds and knowledge (PMI, 2017, pp. 307-311).
- Project Communications Management – is the process which requires the identification of who needs to know what information and when.
- Project Risk Management – is the process responsible for identifying and analyzing risks and identifying adequate risks responses that encourages project success.

- Project Procurement Management – is the process responsible for acquiring goods and services which are not available from within the team.
- Project Stakeholder Management – is the process that identifies persons and or organizations impacted by the project or, in one way or another, influence the project.

2.3. Other applicable theory/concepts

2.3.1 Corporate Social Responsibility

Although Corporate Social Responsibility (CSR) is enjoying its fair awareness globally among businesses and social media platforms (McClimon, 2020), it is not surprising that a globally accepted definition is still unavailable (Sustainability and CSR, 2020). However, some institutions are presenting some interesting definitions, that contain some prominent terms helping to create a common ground. One of these definitions comes from the European Commission which says that the CSR is "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" (European Union, 2020). The International Organization for Standards (ISO), by means of ISO 26000, suggest that CSR is a concept that describes the way by which an organization establishes policies which guide their operations in pursuit of profitability (ISO, 2020). These definitions acknowledge that the organization could pursue economic activities in their operations while benefiting society and the environment.

By not having adequate policies that reflect their social responsibilities, organizations and businesses may negatively affect the resources and environment available to the future generations, potentially eliminating their future customers. On the contrary, by embracing policies that support social responsibilities, organizations not only have financial rewards from investors and renewed commitments by their customers, but garner support from their internal stakeholders in pursuance of social causes. That in turn, can realize sustained strategic outcomes and influence other players

within the operating environment to implement similar strategies. The net effect is collective benefits for industry and consumers operating and living within an environment where social responsibilities becomes a culture.

In the development of the CSR Action Plan, four important instruments have been considered:

1. **Guidance on social responsibility - ISO 26000**

   Began in 1947, ISO –International Organization for Standardization– is a voluntary organisation (ISO, 2020) which provides impartial and consensus-based standards and practical platforms for solutions pertinent to a variety of industries and economic sectors (ISO, 2020). The standard ISO 26000 is one of many standards developed by the group of experts. Launched in 2010, ISO 26000 provides guidance on how to achieve gains in a “socially responsible manner” (ISO, 2020). The standard also offers organisations, within the public and private sectors, guidance on common practices for evaluating their performance and contribution to sustainable development (ISO, 2020). Included within ISO 26000 is a proposal for organizations to focus on 7 core subjects, namely: organizational governance, human rights, labor practices, the environment, fair operating practices, consumer issues, and community involvement.

2. **The GPM P5 Standard for Sustainability in Project Management**

   Formulated by the Green Project Management Organization (GPM), the P5 Standard for Sustainable Project Management is a set of guidelines for standard practices and tools used for monitoring and measuring projects within the business environment in accordance with established global metrics (GPM, 2014, p. 13).

   P5 signifies “People, Planet, Prosperity, Process and Products” five P’s (GPM Global, 2020, p. 3). The purpose of the standard is to assist organisations in aligning their strategies with sustainable performance via principle-based project management approaches. As a standard, P5 could be integrated into project

activities, as well as give guidance on what to measure to facilitate sustainability reporting (GPM Global, 2020, p. 4).

The P5 Impact Analysis is developed by GPM Global with the objective to define and prioritize sustainability risks and opportunities by examining a project's impact from the perspective of the environment, society and economy the alignment to an organization's strategy (GPM, 2014, p. 34). According to Gonzalez & Carboni (2014), the impact analysis, affords a sustainable perspective for the organisation pursing the project, in identifying where the problem areas will emanate. The P5 Impact Analysis was informed by international standards, including but not limited to, United Nations Universal Declaration of Human Rights, ILO Declaration on Fundamental Principles and Rights at Work, UN Sustainable Development Goals (SDGs) and The 2030 Agenda for Sustainable Development (GPM Global, 2020, p. 4). The analysis, when followed as per the guidelines of GPM Global, allows the organisation to identify the risk areas and items, so that adequate actions could developed via a Sustainability management plan (GPM, 2014, p. 35).

3. **Global Reporting Initiative Indicators (GRI) Standards**

   Developed in 1997, Global Reporting Initiative (GRI) indicators are a set of best practices for sustainability reporting by organisations on a variety of economic, environmental and social impacts and how their activities contribute to sustainable development (GRI, 2020). These standards encourage the reporting by public and private enterprises, irrespective of size or economic sector, of information about the impact of their operations on sustainable developments (GRI, 2020). In doing so, what obtains is an atmosphere in which economic activities are prosperous, while protecting the environment and improving social communities within which these enterprises operate (GRI, 2020). In addition, these standards afford improvement in governance and enhancing reputations for these organisations while encouraging trust by their stakeholders (GRI, 2020). According to GRI (2020), these standards are also beneficial to policy makers and service and industry regulators to develop timely and suitable strategies for economic development.

2.3.2 Sustainable Development Goals

The Sustainable Development Goals (SDGs) were developed in response, to a call to action by member states of the United Nations, “to end poverty, protect the planet and improve the lives and prospects of everyone” (The Sustainable Development Agenda, 2020). Adopted by the member states, the SDGs state and define the global priorities and objectives for 2030.

The SDGs takes include of seventeen goals which were adopted by the member states in 2015. Figure 3 The 2015 resolution (United Nations, 2020) sought the support of the member’s states, including Saint Lucia to adopt policies, strategies, and governance structures, according to their own capabilities, toward the Global Partnership for Sustainable Development. According to United Nations (2020) each of the seventeen goals of the SDGs have specific targets which include, but not limited to, the well-being of people, economic prosperity, partnership of stakeholders and countries, and inclusivity and peace.

Figure 3 UN Sustainable Development Goals (United Nations, 2020)

SDG Goal 6 would like to “Ensure access to water and sanitation for all” (United Nations, 2020), and like the other goals are set to be achieved by 2030. This goal is

not squarely the responsibility of WASCO, but the organization is well placed to champion the cause given its mandate to manage and distribute potable water.

In addition, as a public institution WASCO could also lend its support towards other SDGs such as:

- “Goal 4 Quality Education”: aims to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all” (United Nations, 2020). The targets with this goal look at the interventions and considerations offered to both men and women in developing their technical capabilities and vocational skills. These interventions must also be affordable and should not be gender biased.

- “Goal 5 Gender Equality”: aims to achieve “equal access to education, health care, decent work, and representation in political and economic decision-making processes will fuel sustainable economies and benefit societies and humanity at large” (United Nations, 2020). Not all the targets for this goal pertains to WASCO, however, it could consider those which focus on social and economic support for women, encouraging leadership opportunities, and use information technology in the promotion of women empowerment.

- “Goal 8 Decent Work and Economic Growth”: According to the UN, SDG 8 to reduce unemployment globally and reduce the pay gap between men and women, countries should promote “inclusive growth” (United Nations, 2020). For its part, WASCO could engage policy makers to develop strategies to development-oriented policies for economic activities. within its own operations, WASCO It can contribute to additional target by promoting energy efficiency in production and consumption, encouraging measures that improve safety and security, and protect labor rights for all within the working environment.

- “Goal 9 Industry, Innovation and Infrastructure”: The UN aims to ensure that the most resilient and sustainable solutions are put into building and maintain infrastructure, targeting all industries (United Nations, 2020).

- “Goal 11 Sustainable Cities and Communities”: SDG 11 examines ways by which cities and communities could be planned and manager to ensure sustainable development approaches to improve infrastructure for waste collection and water and sanitation distribution systems, roads and transport” (United Nations, 2020). The aim is for cities and communities to plan and manage, using integrated and sustainable approaches to human settlement development and expansion. For WASCO, participation in planning sessions for development of new urban areas or improvement to infrastructure of existing urban areas is one way it could contribute to the targets of Goal 11. There is also an opportunity in adopting and implementing policies which encourage “resource efficiency, mitigation and adaptation to climate change, resilience to disasters” (United Nations, 2020) possibly resulting in modernization to its current distribution lines for potable water and sanitation.

- “Goal 12 Responsible Consumption and Production”: The UN explains that with this goal it wants to reduce the impact to the environment cause by our economic activities of consumption and production” (United Nations, 2020). The goal encourages the implementation of policies that promote resource efficiency, in raw materials and consumable, and promote sustainable living. WASCO is responsible for the management and distribution of water. Though it is renewable, WASCO could contribute to the target that promote efficiency in water consumption and its use in production, develop policies that promote sustainable management and efficient use within its distribution networks, and spearhead the promotion policies for environmentally sound management of chemicals and all wastes to significantly reduce their adverse impacts on human health and the environment.

- “Goal 13 Climate Action”: This goal is focused on “urgent action to combat climate change and its impacts” (United Nations, 2020). The goal contains education development elements to drive awareness and build knowledge capacity to generate the discussions about strategies and plans in developing climate resilience (United Nations, 2020).

- “Goal 16 Peace, Justice and strong institutions”: According to the UN, this goals is focused on promoting societies that foster peace and inclusivity (United Nations, 2020). One target which is pertinent to the operations at WASCO is that of developing “effective, accountable and transparent institutions” (United Nations, 2020).

- “Goal 17 Partnerships for the goals”: This goal aims to foster an environment within countries that encourage and sustain partnerships that help countries and agencies to identify relevant resources and best means of acquiring them for sustainable development (United Nations, 2020).

Some of the SDGs targets are achievable when organizations, such as WASCO, collaborate in the development of supportive policies and become an exemplary partner in aligning its strategies by adopting a Corporate Social Responsibility (CSR) approach with an action plan. It is anticipated that the action plan will permit WASCO to measure and manage its impact on the environment, the society, and the community while contributing to UN SDGs targets.

3 METHODOLOGICAL FRAMEWORK

In research, a methodological framework provides a description of actions used in investigating the research problem, and the rationale for using certain techniques or procedures in identifying, selecting, processing, and analyzing information for the purpose of understanding the problem (University of Southern California, 2020).

3.1. Information sources

A source is something that provides information about a topic (Lombard, 2010). It could be written, for example books and websites, or non-written, for example photographs or artifacts (University of Sothern California, 2020).

According to Lombard (2010), investigative research, is a crucial step to identify where information will be sourced to develop a greater appreciation of the problem or phenomenon being investigated. There are two main kinds of sources, primary and secondary (University of Sothern California, 2020). These sources would include scholarly literature as well as other material used during this investigative research. Sutton and Knight (2006), suggest that the main difference between primary and secondary sources is that of their creator, or more specifically, who made them.

3.1.1Primary sources

Primary sources are firsthand account of an event, topic, or historical time period (Sutton & Knight, 2006). In investigative research, it is used as “evidence” in interpreting and documenting past events. Examples of primary sources may include, but are not limited to, newspaper articles, speeches, memoirs, original photographs, letters, films, government documents, survey responses, raw data or un-analyzed data, observations, interviews, diaries or personal journals, memos, most recently twits from Twitter, videos on YouTube, or other material from websites (Sutton & Knight, 2006; University of Sothern California, 2020).

According to Lombard (2010), primary sources helps create a sense of what it was like to experience something in person, allowing the researcher direct access to the information.

3.1.2 Secondary sources

Secondary sources include the sources of data and other information collected by others and archived in some form (Stewart & Kamins, 1984). They are generally identified by their format and examine past occurrences and are not created by those who directly witnessed what is being described.

This project, when completed, would itself become an example of a secondary source. Secondary sources would either critique, interpret, or analyze primary sources. They would include, for example, government reports, journals articles, industry studies, scholarly books, newspaper articles that examine events, biographies, statistical reports, commentaries on original work, archived data sets, books that analyze data and syndicate information services (Stewart & Kamins, 1984; University of Sothern California, 2020). Secondary sources could be presented in the form as a traditional book or journal in library, printed or digital (Stewart & Kamins, 1984; University of Sothern California, 2020).

Secondary sources provide for a relatively quick and inexpensive sources of information about answers to numerous questions and is almost always the point of departure for primary research –starting point for additional research by suggesting problem formulation, research hypotheses, and research methods; in effect, one of its key advantages over primary sources. Depending on how it is used in investigative research, secondary sources may be the only type required. In addition, secondary source helps build background information or insight, allowing the researchers to examine what other perspectives or analysis into a specific topic.

It is worth noting, that primary or secondary sources could be characterized as such, based on the context in which they are used (University of Sothern California, 2020).

Chart 1 shows a list of primary and secondary sources used for each objective of the Final Graduation Project.

Chart 1 Information Sources (Source: Author, 2020)

Objectives	**Information sources**	
	Primary	**Secondary**
1. To assess the organizational structure, policies, and procedures used in support of WASCO's operations and projects to identify strengths, weaknesses, opportunities, and threats in attainment of CSR goals and objectives derived from United Nations Sustainable Development Goals (UN SDG's) and the global standards for sustainability reporting.	▪ Documents from WASCO. ▪ Interviews with WASCO personnel. ▪ WASCO's website.	▪ Online local news media. ▪ Online journals and books about subject matter. ▪ United Nation's website ▪ Government of Saint Lucia website. ▪ Business management focused websites (for example: Forbes, Mc Kinsey & Company). ▪ The GPM P5 Standard for Sustainability in Project Management (Second Edition).

Objectives	Information sources	
	Primary	**Secondary**
2. To determine possible actions and projects to address the company activities towards CSR objectives.	▪ WASCO's website. ▪ Interviews with personnel from WASCO. ▪ Documents from WASCO (e.g. letters, manuals, memos). ▪ Surveys and questionnaires conducted at WASCO by the author.	▪ Literature about subject area (PMBOK® Guide, 6th Edition). ▪ Online journals. ▪ Experts in the field of project management and sustainable development. ▪ Websites about CSR. ▪ Websites about Sustainable Development.
3. To elaborate the proposal of a corporate social responsibility action plan to establish long-term economic, environmental, and social strategies in WASCO's operations and business activities.	▪ Resource personnel from WASCO. ▪ Assessment reports by the author about policies and procedures, organizational structure at WASCO.	▪ Experts in the field of project management. ▪ Experts or personnel from other utility companies. ▪ Experts in sustainable development. ▪ Government estimates of expenditure. ▪ Literature about CSR action plans. ▪ The GPM P5 Standard for Sustainability in Project Management (Second Edition). ▪ Guidance on social responsibility ISO 26000. ▪ Global Reporting Initiative Indicators (GRI).

3.2. Research methods

Research methods “are the tools and techniques for doing research” (Walliman, 2011, p. 1). They describe actions to be taken in exploring a problem to uncover or reveal knowledge (Rugg & Petre, 2007) relevant to areas such as the sciences, history, politics, healthcare, business, and the environment to name but a few (Walliman, 2011). The research effort is classified according to how was data collected or generated (Muijs, 2010), and further how was it analyzed. In selecting a research method, consideration must be given to time for data collection and time for data analysis, in addition to ethical design considerations (Creswell & Creswell, 2017).

3.2.1Qualitative research method

The qualitative research method wants to answer question on who, what, why, how, why, and when, understanding the nature or qualities of phenomenon. Unlike the quantitative method, it does not employ numerical data (Muijs, 2010, p. 1), therefore it does not rely on mathematical analysis to explain phenomenon. According to Ahmed et al. (2016), qualitative research aims to obtain and understand the preliminary qualities associated with a specific phenomenon. In essence, qualitative research methods provides information about issues, for which there is limited understanding, focusing on “words rather than number” (Bryman, 2012, p. 380). By providing depth to data, qualitative method enables the researcher to corroborate connections between events using intricate levels of measurements (Bryman, 2012, p. 380,402; Ahmed, Opuko, & Aziz, 2016, pp. 34-35). The gathering, organization, interpretation and formation of connections from the data sources become interactive during the research process (Check & Schutt, 2012, p. 190), characteristic of the method.

Some widely used qualitative research methods are:

- Interviews: Very commonly used in qualitative method (Bryman, 2012, p. 512), allowing for flexibility in interacting with the limited personnel resources made accessible by WASCO.

- Data analysis: This research method refers the review of non-numeric information such as those produced by interview transcripts, notes, and text documents (Bryman, 2012, p. 565). Two of the most popular approaches are ground theory and analytic induction (Bryman, 2012, p. 566), with the most prominent among researchers being grounded theory (Bryman, 2012, p. 587). Both approaches involve iterative processes of data collection and coding.

Chart 2 shows the research methods used for each objective of the Final Graduation Project.

Chart 2 Research Methods (Source: Author, 2020)

Objectives	**Research Methods**	
	Interviews	**Data Analysis**
1. To assess the organizational structure, policies, and procedures used in support of WASCO's operations and projects to identify strengths, weaknesses, opportunities, and threats in attainment of CSR goals and objectives derived from United Nations Sustainable Development Goals (UN SDG's) and the global standards for sustainability reporting.	▪ It will gather opinions, attitudes, views, beliefs or preferences about the policies and procedures. ▪ It would present the experience, meaning and perspective, from the various personnel.	▪ To discover similarities;
2. To determine possible actions and projects to address the company activities towards CSR objectives.	▪ It will gather opinions, attitudes, views, beliefs or preferences about the organizational culture. ▪ It would extract the experience, meaning and perspective, from the various personnel on	▪ It presents a set of standard approaches. ▪ To discover similarities with the strategies of similar organizations.

Objectives	Research Methods	
	Interviews	**Data Analysis**
	whether the structure is suitable in achieving the organization's goals and objectives, as well as meeting its obligations. ▪ It discovers the organization's human resource capacity to implement the action plan. ▪ Provide solutions and strategies from persons on the ground. ▪ It will discover the possible gaps in the current strategies.	▪ To present a set of possible strategies and activities. ▪ To discover applicable strategies for achieving desired outcomes.
3. To elaborate the proposal of a corporate social responsibility action plan to establish long-term economic, environmental, and social strategies in WASCO's operations and business activities.	▪ It will gather opinions, experiences, attitudes, views, beliefs or preferences for actions and activities.	▪ It presents standard approaches to implementing action plans. ▪ It presents various possible solutions in the development of an action plan.

Objectives	Research Methods	
	Interviews	Data Analysis
		▪ It presents a set of possible targets for CSR activities.

3.3. Tools

The definition given by PMBOK® for a tool is the following: “Something tangible, such as a template or software program, used in performing an activity to produce a product or result.” (PMI, 2017, p.725). Chart 3 shows the tools used for each objective of the Final Graduation Project.

Chart 3 Tools (Source: Author, 2020)

Objectives	Tools
1. To assess the organizational structure, policies, and procedures used in support of WASCO’s operations and projects to identify strengths, weaknesses, opportunities, and threats in attainment of CSR goals and objectives derived from United Nations Sustainable Development Goals (UN SDG’s) and the global standards for sustainability reporting.	▪ Expert judgement, meetings and interviews, analytical techniques, documents (policies and procedures, regulatory documents, memorandum of understanding), and questionnaires.
2. To determine possible actions and projects to address the company activities towards CSR objectives.	▪ Expert judgement, meetings and interviews, analytical techniques, documents (policies and procedures, regulatory documents, memorandum of

Objectives	Tools
	understanding), and questionnaires.
3. To elaborate the proposal of a corporate social responsibility action plan to establish long-term economic, environmental, and social strategies in WASCO's operations and business activities.	▪ Expert judgement, meetings and interviews, analytical techniques, documents (policies and procedures, regulatory documents, memorandum of understanding), and questionnaires. ▪ Project management tools and techniques.

3.4. Assumptions and constraints

According to PMBOK®, an assumption is a "factor in the planning process that is considered to be true, real, or certain, without proof or demonstration." (PMI, 2017, p. 699). A constraint is defined as "a limiting factor that affects the execution of a project, program, portfolio, or process." (PMI, 2017, p. 701).

Chart 4 shows the assumptions and constrains identified for each objective of the Final Graduation Project.

Chart 4 Assumptions and Constraints (Source: Author, 2020)

Objectives	Assumptions	Constraints
1. To assess the organizational structure, policies, and procedures used in support of WASCO's	▪ Written policies, standard operating procedures and manuals exist.	▪ Time to review. ▪ The availability of documents from WASCO.

Objectives	Assumptions	Constraints
operations and projects to identify strengths, weaknesses, opportunities, and threats in attainment of CSR goals and objectives derived from United Nations Sustainable Development Goals (UN SDG's) and the global standards for sustainability reporting.	▪ These documents are available and accessible for review. ▪ Strengths, weaknesses, opportunities, and threats could clearly be identified. ▪ The relevant personnel are available to provide additional information for clarification. ▪ Data collection methods are suitable and reliable.	▪ WASCO is not obliged to provide access to any of its documents.
2. To determine possible actions and projects to address the company activities towards CSR objectives.	▪ Requested documents are available. ▪ Management and other staff members are familiar with the concept of sustainable development. ▪ The structure is not unique and could be identified in business and project management literature.	▪ Time to review. ▪ The structure could only be compared to similar project management organization structures
3. To elaborate the proposal of a corporate social responsibility action plan to establish	▪ The organization is willing to provide ideas for strategies. ▪ Actions are identified and each is unique.	▪ A select number of problems will be identified for resolution.

Objectives	Assumptions	Constraints
long-term economic, environmental, and social strategies in WASCO's operations and business activities.	▪ The actions address specific problems. ▪ The actions include goals and objectives that are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART). ▪ All stakeholders are identified. ▪ The organization is familiar with project management tools and principles. ▪ Funding is readily available. ▪ Actions within the action plan are guided by CSR component and principles.	▪ Some actions will need government approval. ▪ External funding is complex. ▪ Government priorities may differ to that of the organization. ▪ The SDGs and related targets expire in 2030. ▪ Actions are focused on addressing the organization's structure.

3.5. Deliverables

PMBOK® defines a deliverable as "any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project." (PMI, 2017, p. 704). Chart 5 shows the deliverables for each objective of the Final Graduation Project.

Chart 5 Deliverables (Source: Author, 2020)

Objectives	Deliverables
1. To assess the organizational structure, policies, and procedures used in support of WASCO's operations and projects to identify strengths, weaknesses, opportunities, and threats in attainment of CSR goals and objectives derived from United Nations Sustainable Development Goals (UN SDG's) and the global standards for sustainability reporting.	▪ Assessment report which includes main findings, WASCO's strengthens, weaknesses, opportunities, and threats in implementing CSR initiatives, along with the P5 Impact Analysis.
2. To determine possible actions and projects to address the company activities towards CSR objectives.	▪ Assessment report which includes proposed actionable solutions. ▪ Training requirements. ▪ List of proposed CSR activities.
3. To elaborate the proposal of a corporate social responsibility action plan to establish long-term economic, environmental, and social strategies in WASCO's operations and business activities.	▪ Mission and vision for the Action Plan. ▪ List of applicable GRI reporting standards for adoption. ▪ List of objectives derived from applicable UN SDG's. ▪ List of roles and responsibilities. ▪ List of timelines and milestones. ▪ Reward system. ▪ Budget of Action Plan. ▪ Definitions of metrics to evaluate progress.

4. RESULTS

4.1. Assessment report

This chapter covers the findings discovered through interviews and the information from primary and secondary sources. The aim of these investigations was to discover how WASCO operates and identify elements which hinder or facilitates the attainment of CSR goals and the ability to conform to sustainability reporting. The assessment examined various practices and processes used in operations and projects.

4.1.1 Preliminary investigations

The investigations, using qualitative research methods, was based on a series of personal interviews and analysis of secondary of data.

The data collected using the qualitative methods, were analyzed and resulting in the following major findings represented below.

1. WASCO provides access to potable water and sewerage services. These services are offered separated and costed accordingly.

2. Profitability is not WASCO's main objective. The organization's main mandate is the provision of potable water and the sewerage services to the residents of Saint Lucia on behalf of the Government of Saint Lucia.

3. A few of WASCO projects refer to climate resilience as one of the benefits of the outcomes. However, these projects make no obligation for the provision of data to measure the impact. WASCO's obligations are usually determined by criteria provided by project sponsors, for example, Caribbean Development Bank or the Government of Saint Lucia. United Nations Development Programme (UNDP). Despite Saint Lucia's submission Voluntary National Review Report on the implementation of the 2030 Agenda for Sustainable Development, no mention is made of any of these projects for which WASCO is responsable.

4. Within its most recent budgets, there are no initiative or programs which have been purposely formulated as having a CSR approach or objective. WASCO receives its mandates from the Government of Saint Lucia (GoSL) through the Department of Agriculture. The instrument for execution of these mandates and policies is the board. Its directives are commonly related to expanding services or rehabilitation of its infrastructure.

5. WASCO communicates with its customers through social media platforms, television, radio, and print media, government websites and its own website – wascosaintlucia.com. It was not identified which was most used or which is the preferred medium outlet for WASCO's public relations. However, social media platform was observed as being the most popular medium used by consumers to express their concerns and displeasure with services.

6. Saint Lucia's National Utilities Regulatory Commission (NURC) provides a meeting ground for consumers and utilities providers in pursuant to the National Utilities Regulatory Commission Act of No.3 of 2016. The NURC is principally dedicated to regulating services for the supply of water, the disposal of sewerage, and supply of electricity. NURC also presents itself as an avenue, through which consumers can make complaints about the supply of these services by providers.

7. WASCO's current mission and vision relay the company's concerns about the environment and the society. According to its vision, being sensitive to the environment, its employees are empowered with the knowledge, tools and commitment to deliver water and wastewater services with excellence.

8. According to the Project Manager of the Project Management Unit within WASCO, the organizational structure of WASCO, for the greater part, reflects that of a matrix organization.

9. Despite a lack of official documented policies for dealing with human resources related matters, the organization has a long history of engaging with unions

representing their employees. Currently, employees are represented by the National Workers Union (NWU) and the Civil Service Association (CSA). The organization has utilized collective agreements with the unions to offer and agree on terms that satisfy the requests of their employees. The NWU represents the interests of the daily-paid workers, who form the crews dispatched daily for repairs or new connections to services. The CSA represent the monthly paid employees.

10. WASCO's consumers are distributed into two categories, namely: household and commercial. Household category include individual residential structures or apartments. Its commercial customers include offices, factories, hotels, commercial business, and cruise ships. The GoSL and hotels account for some its largest consumers of its potable water and sewerage services. Hotel and farming sectors are the larger consumers for potable water, although most farms are registered as residential customers. As of August 2018, WASCO's consumer base is approximately 35,338. This number differs to that of number of water customers reported by National Utilities Regulatory Commission --61,869 (About US | National Utilities Regulatory Commission, 2020). It is possible that the number provided by WASCO represents its domestic customers as at August 2018.

11. Financial resources are made available via three sources, namely: GoSL, regional and international agencies and its own operations. WASCO is a statutory body of the GoSL, and therefore can autonomously manage its operations. WASCO is permitted to offer and charge customers for services, conducting business transactions for financial gain. These financial resources allow the organization to pay for utilities and wages, among other costs.

12. The rates applied to the services offered by WASCO are based on a tier system (WASCO Inc., 2020).The five tiers: domestic, commercial/industry, hotels, governments, and ships, are rated based on the volume consumed and pumped, for potable water and sewerage respectively.

13. Water supply is drawn from thirty-three surface water sources. The most recent, and largest, is the Roseau River on which a dam and a storage reservoir have been constructed to augment supplies to the Castries area. Over time, the distribution of water from that source has been extended to the most northern part of Saint Lucia. In general, all water supplied is subject to form of disinfection, but some require additional treatment through coagulation, sedimentation and sand filtration. Turbidity levels of water rise because of increased erosion in catchments as a result of removal of forest cover. Present water sources are enough for the forecast future demand, but not for irrigation.

14. WASCO does not have a department for supporting CSR initiatives or programs. Nonetheless, its Project Management Unit has had to monitor related components stipulated in projects sponsored by regional and international partners. As pointed out by the Project Manager for the unit, in many instances, the responsibility to execute and collect data is given to the contractors engaged, after which, WASCO compiles and reports them to the project sponsors in accordance to terms within the funding agreements. In some instances, these are used to measure the progress of projects.

15. With an estimated population of 177,301 (The Central Statistical Office of Saint Lucia, 2020), Saint Lucia has the opportunity to increase access to potable water, thereby increasing WASC's customer base. While there are several factors that need to be considered to increase access to potable water, the GoSL has, on numerous occasions, provided access lands, water sources and guaranteed financing for expanding distribution networks.

16. For the most part, WASCO's strategic direction is formulated and controlled by its board. It should be noted that, the board members represent key stakeholders and functional positions necessary for managing a statutory entity. For example, the chairman of the board, is appointed by the government to provide oversight and implementation of government needs and policies; and sometimes an auditor

for reviewing the accounting procedures and processes used in operations and projects.

17. There is National Adaptation Planning Process (NAP) which is meant develop policies to address critical climate change-related risks and development priorities. NAP requires an integrated approach, which includes stakeholders such as WASCO, in developing initiatives to encourage climate change adaptation in Saint Lucia.

18. According to the information presented in the Government Estimates of Expenditure, there is no revenue generated by the operations of WASCO which are remitted to central government. This could because WASCO operates as a statutory body and that its only obligation is to provide the residents with potable water and sewerage services. However, these revenues are used to offset operating costs and payments for loans. Unlike WASCO, LUCELUC, the sole supply of electricity on the island, remits annual dividends as revenue to the government; with government being a major shareholder.

19. After the passing of a hurricane in 2011, about 80% of the population was without potable water for about two weeks. Though some intervention to lessen the impact of disasters such as these, there is still opportunities, particularly in developing infrastructure for extracting water from other sources.

20. About 4 years ago, the GoSL implemented budget reform measures that required that all agencies receiving government funding to provide data about the results of their programs. The data requested took the form of defined key performance indicators (KPI's) that provides performance results from the initiatives and interventions. The GoSL believes that this could improve and influence resource allocation, spending decisions and guide strategic priorities.

21. Saint Lucia is a contributing member for UN Framework Convention on Climate Change. Saint Lucia as a developing country (Non-Annex) has to report in more

general terms on their actions both to address climate change and to adapt to its impacts.

22. Within the Department of Agriculture, Fisheries, Natural Resources & Cooperatives there is a unit responsible for Information Management & Dissemination. Its purpose is to improve fisheries governance through education, information, communication and research by 2020. In 2019, the unit was tasked with the responsibility to create a digital library and documentation center to improve the rate of dissemination of agricultural data and information to end users by March 2019.

23. Several programs and projects have received support from the GoSL in the form of capital to secure land, and finance for infrastructure in the form of plant, equipment, machinery and other facets of operations. Some of these projects and programs include but are not limited to: Early Warning System and Hydrological Monitoring for Water Management and Disease Risk Reduction; Vieux Fort Water Supply Redevelopment; and Dennery Water Supply Redevelopment.

24. The GoSL has also made funding available for the purchase of pumps, water mains, sewerage mains, valves, water tanks, fire hydrants and man-holes covers, to name but a few, in support of improving the delivery of potable water and sewerage services to residential communities and businesses. However, it should be noted that in some instances WASCO would provide the technical guidance for laying of pipes and connections to mains for private business and housing development projects. In these instances, funding is provided by these individual stakeholders for all the materials.

25. In the past, the GoSL has requested KPI's that include:
    a. Number of memoranda of understanding (MOU's) developed.
    b. Percentage update of water resources database.
    c. Number of watersheds researched for potential ground water availability.

d. Number of months of hydro-meteorological data collected at all sites.
e. Percentage of hydro-meteorological stations maintained monthly.
f. Water abstraction licenses reviewed and approved.
g. Number of areas recommended to Cabinet of Ministers for designation as water control areas.
h. Volume of water abstracted per annum (in millions of Gallons).
i. Number of entities with improved effluent disposal.
j. Level of reduction of potable water supply used for non- potable uses.

26. Strategic priority by the GoSL to increase the contribution to economic growth by enhancing value-added by agriculture and fisheries sectors.

27. GoSL's have allocated funding for several strategies:

A) 2018/2019:

i. Development of Rainwater Harvesting Training Manual for plumbers, Code of Practice and Engineering Standards by December.
ii. Improvement of island wide hydro-meteorological network by March 2019.
iii. Conduct Public sensitization campaigns to raise the public profile of the Water Resource Management Agency to help reduce vandalism of hydro-met equipment by December 2019.
iv. Strengthen flood early warning and the hydrological data collection system in Saint Lucia by December 2018.

B) 2017/2018:

i. Development of National Wastewater Policy and Strategic Plan for the collection treatment and disposal of wastewater by March 2017.
ii. Development of Watershed Management Planning Guidelines and Model Watershed Management Plan by March 2017.
iii. Development of Rainwater Harvesting Training Manual for plumbers, Code of Practice and Engineering Standards by March 2017.
iv. Improvement of island wide hydro-meteorological network by March 2017.

4.1.2 SWOT Analysis

The availability of information from various sources and multiple formats required an analytic approach that would provide structure and insight. For this, it was decided to perform a SWOT, an acronym for a method of analysis which seeks to identify the aspects of Strengths, Weaknesses, Opportunities, and Threats. In this instance, the analysis is done on the organizational structure, policies and procedures used in WASCO's operations and management of its projects.

The Strengths are as follows:

1. WASCO human resources are generally young, averaging twenty to thirty years of service before retirement. Therefore, resources committed toward training and development would be sustained.
2. WASCO has the monopoly on the distribution of potable water and sewerage disposal.
3. Government continued commitment as demonstrated by their support to projects over the last 5 years.
4. The objectives of current projects incorporate customer and community communication.
5. Land ordinance allows organization a strong hand on resource usage.
6. The quality of water gains cruise ship approval.
7. Water is a need.
8. Good assessment from the recent projects sponsored by CDB.
9. Partners within the local government sector with shared UN targets and objectives, for example with Department of Sustainable Development. the Forestry Department and Water Resource Management Authority.
10. Government consistency in financing projects.
11. Successful outcomes of projects sponsored by Caribbean Development Bank (CDB), St. Lucia Social Development Fund (SSDF), and CND through loans or grants.

12. Staff (engineering) are aware of environmental development through training.

The Weaknesses are as follows:

1. Strategies are mainly driven by the Ministry of Agriculture -implementing government policies specific to the agriculture and fishing sectors.
2. Project management skills are lacking within the organization.
3. Limited data collection and analysis, more specifically in electronic form, to support decision making for internal operations.
4. Lack of reliable statistical data necessary to report on selected indicators and targets.
5. Limitations in the collection, non-aggregation, analysis and dissemination of linked economic, social and environmental data.
6. Lack of coordination among agencies in pursuing SDG related activities.
7. Saint Lucia's history of medium-term planning, with 3-5-year plans.
8. Metering system not fully digital to reliably report, in real time, consumption and therefore trends.
9. The lack of a set KPI, allows for the easy adapt to any.
10. Limited experience with reporting on KPI.
11. Lack of familiarity with UN Sustainable Development Goals and their associated targets.
12. Lack of full buy-in from employees.
13. Aging infrastructure of sewerage lines.

The Opportunities are as follows:

1. On-going programs and initiatives that focuses on UN SDG targets, include Adaptation for Environmental Sustainability and Climate Change, Slope Stabilization Program, Action Plan to the United Nations Framework Convention on Climate Change (UNFCCC), National Energy Transition Strategy (NETS) already include components of CSR.

2. Current projects provide the opportunities for testing some CSR related activities.
3. KPI's established by the National Integrated Planning and Programme Unit (NIPP), within the Department of Finance, to establish a new evidence-based national infrastructure planning and program for all relevant government agencies.
4. The lack of CSR defined activities gives the opportunity for starting from fresh without any history of failures.
5. There is a limited amount of familiarity with the CSR practices and initiatives among management which could be improved.
6. Management is aware of customer issues with services that will need to be addressed.
7. New position to be fill of project customer relations is currently in recruitment phase which provides the opportunity to add CSR related responsibilities.
8. WASCO role in long-term sustainable economic and social development and improved management of environment and natural resources across the country gives it experience in managing sustainability focused projects.
9. Consistency in the seasons allows for general data gathering and improve predictions for scheduling of initiatives.
10. Customers are reachable via social media –convenient access and easy.
11. Experience in assisting in the development of environmental legislative framework indicates WASCO's experience in formulating similar legislature in support of CSR.
12. Project Planning experience of the project management unit could be shared across the organization.
13. The ongoing works on distribution systems to improve climate vulnerability could be used to incorporate initiatives and measure of key performance indicators.
14. Technical assistance for public information is available.

15. Establishment of National Coordination Mechanism, which includes SDG-Cabinet Sub-Committee of Ministers (CSC), to provide policy guidance to the Sustainable Development Goals National Coordinating Committee (SDGNCC) could assist in collaboration on reporting CSR outcomes.
16. Saint Lucia's Voluntary National Review (VNR) report and the development of the Medium-Term could become an outlet for reporting on key performance indicators associated to CSR outcomes and sustainability reporting.
17. Development Strategy (2019 to 2022) highlights many lessons, highlighted meaningful successes and challenges in attaining SDG's.
18. Continued advancements and cost-effectiveness in solar technology.
19. Project management unit is in transition of becoming operational and therefore their scope of works will be closely aligned to the priorities defined by management, such as CSR initiatives.
20. Hotels are pursuing CSR programs.
21. Development of new office for Vieux-fort, in the south of the island.
22. Government shares the focal point on environmental issues.
23. On-going National Environmental Action Plan.
24. On-going National Sustainability Energy Plan (Saint Lucia NEP).
25. Being part of agriculture allows for greater integration with agricultural strategies and initiatives that bolster local economy from farming.
26. Women in the country enjoy greater access to employment (48% male, 52% female) and a similar trend regarding the access to education.

The Threats are as follows:

1. Economic development puts a strain on access to water sources.
2. Some intervention by WASCO could create environmental issues.
3. The leverage the trade unions possess.
4. Government have other priorities for example preventing outbreak of COVID-19 pandemic, tourism boost, improving local economic activity.

5. An active social media public, willing to share displeasure with service experiences.
6. Disposal of sewerage in the Castries harbor, an area of great value to the cruise ship sector and adjacent food market.
7. The 2021 elections could create changes in the GoSL Administration and therefore possible changes in strategic direction or policies.

4.1.3 P5 Impact Analysis

The P5 Impact analysis considered the processes, results and deliverables of current activities, programs, and projects undertaken by WASCO and how these could potentially impact the P5 categories of product, process, people, planet, and prosperity. For each of these, a response is provided that seeks to improve the sustainable outcomes and the alignment of WASCO's strategies for sustainability. An impact score is appropriated to each element of the category measuring the impact to sustainability before and after the response is implemented. The goal of this analysis is to have a set of actionable items which WASCO could prioritize as part of the action plan to derive sustainable benefits to its operations and towards achieving some of the targets in the UN SDGs.

The rating scale in Chart 6 was used to analyze each of the elements for the P5 Analysis.

Chart 6 Rating Scale (Source: adapted from GPM Global, 2020, p.58)

5 = Strongly agree	**4 = Agree**	**3 = Neutral**	**2 = Disagree**	**1 = Strongly disagree**

Note: *strongly disagree* means that this impact will worsen the project's outcomes from a sustainability perspective, while *neutral* means that this impact is not expected to have any effect the project's outcomes from a sustainability perspective.

Chart 7 P5 Analysis (Source: adapted from GPM Global, 2020, p.58-62)

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
1.1 Product Impacts						
1.1.1	Lifespan of the product	The potable distribution mains are made of corrosive material.	Increase repair costs. Increase interruptions to the supply of potable water.	Assess the various composition of distribution mains and use the most suitable ones to reduce maintenance costs during lifespan. Develop and implement a monitoring and maintenance plan for distribution networks.	2	4
		The size raw water intake mains at the dam are not expandable.	Reduce the ability to expand to meet demand.	Evaluate and project future economic and households demands. Develop strategies to sustainably meet future demands.	2	3
1.1.2	Servicing of product	Repairs to distribution mains.	Increasing cost of service due to the placements under road infrastructure.	Utilize distribution main which are more resilient to corrosion. Plan and implement laying of distribution mains on routes requiring minimal damage to road infrastructure. Coordinate with local authorities in the development of commercial and housing projects.	2	4
		Management of current water catchment areas.	Recent damage to raw water catchment areas increase maintenance costs.	Develop strategies to increase climate change resilience. Improve coordination with relevant government agencies on sustainable initiatives. Develop and implement maintenance plan.	2	3

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
2.2 Process (Project Management) Impacts						
2.2.1	Effectiveness of project processes	Project deliverables dates are not kept.	Company operations are prioritized over project activities.	Ensure that communication and key stakeholder concerns are addressed during project implementation. Develop project management skills of employees and management. Ensure adequate risk assessments are done for all projects. Coordinate strategies among departments. Coordinate project requirements and timelines with that of funding agencies.	2	4
2.2.2	Efficiency of project processes	Project team does not understand organization culture.	Policy changes require more bureaucracy within the company to take effect.	Ensure that the project team has experienced and skills to engage employees in operations.	2	3
		Ad-hoc coordination with funding agencies.	The project deliverables are not readily aligned with strategic direction of the organization.	Implement and monitor key performance indicators. Make public key performance indicators for projects and operations. Coordinate and align, where necessary, strategies with funding agencies and other government departments. Develop strategic plan towards initiatives supporting Agenda 2030.	2	5

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
2.2.3	Fairness of project processes	Standards for monitoring and evaluating projects.	Audit procedures expose several areas of non-compliance.	Assess policies and procedures for managing and implementing projects. Adopt international standards for monitoring project processes. Ensure cases of non-compliance are identified and managed in a timely manner. Implement key performance indicators for monitoring and evaluating projects. Perform regular audits of internal processes. Make public access to reports on operations and projects. Conduct training sessions for employees in implementing and monitoring standards.	2	4
		The results of evaluations done by funding agencies of projects is kept private.	The public availability of reports impacts non-governmental agencies' and the public's perception of the organization's management processes.	Make public access to reports about operations and projects. Conduct training sessions for employees in adopting and monitoring standards for key performance indicators.	2	4
3 People (Social) Impacts						
3.1 Labor Practices and Decent Work						

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
3.1.1	Employment and staffing	Trade unions are not familiar with CSR strategies and SDGs targets.	Trade unions could affect employing morale and success of strategies.	Improve communication explaining the benefits to the employees. Management engage trade union representatives regularly to address concerns about initiatives. Develop and implement stakeholder communication strategies.	1	3
3.1.2	Labor/management relations	Employees are not receptive to changes to operation practices that improve sustainability.	Employees reach out to their representative trade unions saying the measures are unfair.	Explain the benefits to staff and include them as key stakeholders. Train staff on how to make incremental changes to become more sustainable. Develop program of incentives for employees and departments.	2	3
3.1.3	Project health and safety	Employees are unfamiliar safety practices.	Lack of understanding and implement of safety standards could lead to employee injury on the job.	Communicate, and educate staff about worksite hazards. Adopt and monitor safety standards for activities in all operations and projects. Identify and adopt key performance indicators. Make accessible to employees reports on key performance indicators for work safety. Implement and monitor standardized work safety procedures on all project sites.	1	4

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
3.1.4	Training and education	Project efficiency is attributed to employee's current capacity of project managements principles and practices.	Employees performance affect project deliverables and outcomes.	Assess employee knowledge of project management. Assess the organizational structure and recommend relevant changes to policies and procedures in support of a matrix organizational structure. Coordinate training and certification sessions for employees. Adopt and implement key performance indicators. Regularly report on key performance indicators.	2	4
		Project team members have not received certified training in project management.	Project team lack of certified training could impact their contribution to the success of the projects and assessment by funding agencies.	Assess project team members' knowledge of project management. Coordinate training and certification sessions for team members. Adopt and implement key performance indicators. Regularly report on key performance indicators.	2	5
		Employees exhibit limitations in knowledge of standard practices for identifying and solving operational issues.	Could lead to a knowledge gap and inefficiencies in operations when employees retire.	Coordinate documentation and standardization of procedures. Adopt and implement adequate key performance indicators. Regularly assess standard operating procedures to improve efficiency.	3	5

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
		Employees have limited knowledge of SDGs.	Employees have difficulty understanding project outcomes and their relations to SDGs.	Coordinate with relevant experts, workshop sessions on SDGs and CSR. Create methods for gathering employee contributions about strategic activities for achieving SDGs and CSR goals. Create a platform for knowledge sharing.	2	5
3.1.5	Organizational learning	Employees slow rate of adoption of related strategies and activities towards SDGs.	The lack of knowledge about SDGs reduces the rate of reporting of government strategies towards SDGs and related CSR initiatives by the organization.	Coordinate with relevant experts, workshop sessions on SDGs and CSR. Create methods for gathering employee feedback and contributions about strategic activities for achieving SDGs and CSR goals. Develop strategic plan to operationalize CSR initiatives and activities. Adopt SDG and CSR related key performance indicators. Create a platform for knowledge sharing.	2	5

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
		Employees awareness of the importance project management principles is limited.	Employees are reluctant to changes to improve project success. Employees believe it is the responsibility of the members of the project unit.	Encourage employees to incorporate project management principles into business culture. Coordinate training and certification sessions in project management principles for employees. Develop adequate incentive plan to encourage participation. Develop strategic plan to operationalize CSR initiatives and activities. Create a platform for knowledge sharing. Monitor and evaluate relevant key performance indicators.	2	3
		Management limited knowledge of project management.	The lack of adequate knowledge of project management principles could delay decision making necessary for effective project implementation, thereby affecting organization performance.	Coordinate training and certification sessions for management. Adopt management practices that facilitate efficiency in operations. Adopt and implement key performance indicators. Regularly report on key performance indicators to board.	2	4
3.1.6	Diversity and equal opportunity	Internal policies and procedures for human resource management issues are limited.	Employees believe that they are regularly treated unfairly by management and are less likely to have issues resolved without trade union involvement.	Assess human resource procedures. Develop and implement standard procedures for human resource management. Develop and implement adequate communications plan.	1	4

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
3.1.7	Local competence development	N/A	N/A	N/A	-	-
3.2 Society and Customers						
3.2.1	Community support	Engagement with community only occurs during project implementation.	Community support and commitment to initiatives does not go beyond the project deliveries.	Develop communication plan to adequately engage relevant communities in the design and implementation of projects and programs. Align CSR initiatives to projects. Coordinate with other government agencies and departments to encourage local government support for initiatives. Develop and monitor relevant key performance indicators. Develop communications plan to support ongoing programs and projects.	2	4
		Community involvement in water shed protection initiatives is limited to project life.	Community support and commitment to initiatives does not go beyond the project deliveries.	Develop communication plan to adequately engage relevant communities in the development of projects and programs. Align CSR initiatives to projects.	3	4

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
				Coordinate with other government agencies and departments to encourage local government support for initiatives. Develop and monitor relevant key performance indicators. Develop communications plan to support ongoing programs and projects.		
3.2.2	Public policy compliance	Project phases are executed without quality management and compliance checks with local and international regulations.	Laws and regulations are breached which provides opportunity for litigation and public outrage.	Identify and comply with all laws and regulations governing the area in which the project operates. Make public information about regulated procedures and processes. Develop communication plan to regularly engage relevant stakeholders on the progress of projects and programs. Monitor and report on relevant key performance indicators.	2	3
		Untimely reporting on initiatives to GoSL budget office.	Policy directive are not understood by the organization. Implementation of policies are delayed. Noncompliance with public policies could affect access to funds and other resources.	Identify sources of information for the indicators. Incorporate indicators into evaluation methods for operations and projects.	2	4

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
3.2.3	Protection for indigenous and tribal peoples	N/A	N/A	N/A	-	-
3.2.4	Customer health and safety	Customers regularly report water quality issues on social media and to local media.	This negatively affects the public's perception of the quality of services which leads to increase consumption of bottle water.	Identify and document standard practices for raw water treatment. Adopt internationally recognized standards for water treatment. Conduct training sessions for employees in implementing and monitoring standards. Implement and report publicly on regular quality tests of potable water. Adopt relevant key performance indicators on water treatment. Conduct training sessions for employees in implementing and reporting on key performance indicators. Develop communications plan to engage customers. Liaise with key customers in implementing CSR initiatives to improve water quality.	2	3
3.2.5	Product and service labeling	N/A	N/A	N/A	-	-

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
3.2.6	Market communications and advertising	Adoption of wastewater reuse program by hotel industry.	Progress on adoption program has been slow.	Develop, alongside key stakeholders, communications plan to embrace sustainable benefits to industry. Adopt relevant key performance indicators on wastewater reuse.	2	4
		Conversion to digital meters by communities is celebrated	Customers may not be willing to incur additional costs.	Develop communications plan to increase public awareness of the project's support for sustainability. Improve organization's capacity in project management.	2	4
		Online access to services	New ICT solutions are not readily available to all customers thereby reducing adoption.	Consider staggered approach in implementing solutions to ease change management. Align strategy with Agenda 2030 goals. Develop communications plan to engage customers to better understand their needs.	2	3
3.2.7	Customer privacy	The availability and distribution information.	Departments lack access to customer information to make informed decisions.	Assess business rules and determine level of access needed to customer information. Digitalize customer information. Develop and design an information system with adequate data protection but efficient in providing relevant information for decision making.	2	3

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
				Ensure that only the information needed from customers is collected and used for its intended purpose in accordance with the laws governing data collection and electronic transactions. Adopt relevant key performance indicators on information access and data protection.		
3.3 Human Rights						
3.3.1 Non-discrimination		Implementation of procedures to improve employee responsibilities.	Employees consider management changes are inconsiderate and engage trade union representatives	Develop communications plan to improve relations with employees. Develop digital platform that provides information on CSR and other initiatives. Implement procedures to engage employees in the development of strategic plan. Adopt ILO standards for employee engagement. Adopt relevant key performance indicators on employee engagement procedures and practices.	1	3
3.3.2 Age-appropriate labor (Exploitative Child Labor)		N/A	N/A	N/A	-	-

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
3.3.3	Voluntary labor (Forced and Compulsory Labor)	Regular intervention by trade unions on management sanctioned instructions and disciplinary actions.	This could affect relations between trade unions and management and subsequently affect the perception of the organization for new employees.	Conduct training sessions for management on labor laws. Document and inform management of trade union agreements. Provide access to information about trade union agreements to employees. Provide access to information about labor laws to employees. Develop standard operating procedures for operation related activities. Adopt internationally recognized labor standards. Develop communications plan to encourage interaction and dialogue with trade union representatives about strategies and initiatives	1	4
3.4 Ethical Behavior						
3.4.1	Procurement practices	Evaluation of contractors.	Contractors execute activities which violate environmental regulation practices.	Ensure contractors are compliant with sustainability requirements and procure items from suppliers who incorporate sustainability in their processes. Hold consultative workshops about best practices.	2	3

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
3.4.2 Anti-corruption		Employees engagement with contractors creates opportunity for contractor collusion.	Funding agencies may not continue funding projects to completion or even new projects because of identified corruption practices.	Develop organization's capacity in understanding anti-corruption practices. Adopt strict standards for terms of engagement with contractors. Implement punitive measures for non-compliance by employees and contractors. Conduct training sessions with employees on project management principles and practices. Adopt relevant key performance indicators on procedures and practices. Provide regular updates on key performance indicators to government ministries. Present key performance indicators to board.	1	3
3.4.3 Fair competition		Use of foreign contractor over local contractors.	Local contractors are not equipped to manage projects.	Assess local contractor skills. Encourage local government to develop adequate training programs in project management.	2	3
4 Planet (Environmental) Impacts						
4.1 Transport						
4.1.1 Local procurement		N/A	N/A	N/A	-	-

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
4.1.2	Digital communication	Employers not aware of the impact of their own activities	Employees preference to maintain the status quo for their daily duties.	Implement policies which encourage employees to embrace digital communication technology to improve their daily activities. Develop methods that measure impact of digital communications in operations. Implement mechanisms to assess project and program impact. Encourage staff to adopt CSR practices. Conduct training sessions on CSR and sustainability.	2	3
		Inefficiencies in operations.	Increase in repair costs and delays in resolving customer complaints thereby negatively affecting customer satisfaction.	Evaluate operations and identify areas that could harness the advantages of digital communications.	2	4
		Customers use social media to voice their opinions about services	Bad opinions of the organization are easily developed by customers criticizing the services offered which negatively affects public perception of the organization.	Develop a strategy to harness social media to increase dialogue and improve public perception of the organization.	2	4
4.1.3	Traveling and commuting	Staff traveling and commuting contribute to unsustainable approaches in resolving customer complaints.	Employees do not fully appreciate how their activities impact the environment and community.	Encourage staff to adopt CSR practices. Improve efficiency in operations. Improve project management capacity of the organization to identify sustainable solutions.	2	3

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
4.1.4	Logistics	Limited planning for maintenance and repair of distribution infrastructure.	Increase delays in resolving customer complaints. Increase dissatisfaction with services thereby worsening public perception of the organization. Increase operating costs.	Implement an electronic system for reporting faults and monitoring interventions. Develop a maintenance plan and budget accordingly. Evaluate operations and identify areas that could harness the advantages of digital communications. Implement digital meters and use bulk purchasing mechanisms to reduce energy required for logistics in supply and implementation.	2	3
		Limited internal collaboration in formulating strategies.	Overlap of responsibilities and duplication of efforts leads to inefficiency in the use of resources	Coordinate strategies among departments and units. Implement complementary strategies.	2	3
4.2	**Energy**					
4.2.1	Energy consumption	Conversion of energy sources from fossil fuel to alternatives.	Increase cost associated with replacement infrastructure.	Implement planned obsolescence of equipment. Develop CSR initiatives to reduce energy consumption at plants and offices.	2	4
4.2.2	CO2 emissions	Pumping stations depend on electricity from grid.	Large carbon footprint associated with the means of supplying water services and projects to improve distribution.	Develop CSR initiatives to reduce energy dependency on fossil fuels.	2	4
4.2.3	Clean energy return	N/A	N/A	N/A	-	-

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
4.2.4	Renewable energy	Sustainable product lifecycle costs are more than current costs.	Project sponsor not willing to provide funds for long term benefits	Encourage project sponsor to consider the long-term sustainable outcomes and not just upfront costs.	2	3
4.3 Land, Water, and Air						
4.3.1	Biological diversity	N/A	N/A	N/A	-	-
4.3.2	Water and air quality	Project contractors do not comply with local environmental laws.	Contractors use unsustainable practices that result in local water pollution affecting the quality of water supplied.	Ensure none of the project contractors adopt safe environmental practices on site to protect water and air resources. Develop monitoring system for air and water quality surrounding project sites and water catchment areas.	2	3
4.3.3	Water consumption	The lack of control on water usage by certain categories of customers.	Left uncontrolled, the supply to some customers will not be adequate.	Educate customers in adopting sustainable water use practices. Encourage businesses to adopt standards on sustainable water use practices. Monitor relevant indicators.	2	3
		Damage to water mains during construction or road repairs.	Damage to raw water and distribution mains for potable water create loses and reduce access by customers of potable water.	Encourage collaboration in implementing construction projects and road works.	2	4
4.3.4	Sanitary water displacement	Contractors do not comply with local laws on wastewater disposal.	Contractors use unsustainable practices on sites that result in local water pollution.	By implementing standards on safe sanitary water disposal practices and monitor implementation on project sites.	2	3
4.4 Consumption						

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
4.4.1	Recycling and reuse	The supply of treated wastewater for watering of lawns and floral gardens.	This could be considered unsafe.	Develop and implement best practices for water reuse. Educate customers in adopting sustainable water use practices.	2	4
		Use of potable water in construction and other non-consumable applications.	Increases demand on distribution network, particularly during the dry season.	Develop and implement best practices for water reuse. Educate construction contractors in adopting sustainable water use practices. Collaborate with hotel, agriculture and other industries in developing standard for water re-use.	2	4
4.4.2	Disposal	Continued disposal of treated wastewater disposed in ocean.	Cruise ships complain about foul smell from harbor.	Engage industry stakeholders on adopting safer environmental practices. Develop system to monitor and publicly report on weekly testing.	1	4
4.4.3	Contamination and pollution	Continued disposal of treated wastewater disposes in ocean.	Water tests at beaches reveal possible bacteria	Implement sustainable wastewater treatment practices. Conduct weekly testing of treated water and public reporting	1	3
4.4.4	Waste generation	N/A	N/A	N/A	-	-
5	**Prosperity (Economic) Impacts**					
5.1	**Business Case Analysis**					
5.1.1	Modeling and simulation	N/A	N/A	N/A	-	-
5.1.2	Present value	N/A	N/A	N/A	-	-

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
5.1.3	Direct financial benefits	Payments for project work.	Payment delays lead to other delays in project phases	Ensure payments are provided to suppliers in a timely manner.	2	3
5.1.4	Return on investment	Excess costs experienced during project implementation.	Excess cash generated from the project are not accessible or expended on other needs.	Improve training in budgeting and costing processes to focus project deliverables. Improve project management capacity of the organization. Improve processes for collecting data to inform indicators.	2	3
		Limited use of indicators to permit calculations.	Project sponsors are not able to report on project returns.	Identify the relevant indicators and improve processes for collecting data to inform indicators. Improve project management capacity of the organization.	2	3
5.1.5	Benefit-cost ratio	Negative relationship between the benefits and costs of a project.	Value of investment is not quantifiable and appreciated by the public.	Identify relevant indicators to quantify project benefits. Identify relevant indicators to quantify benefits derive from operations. Improve processes for collecting data to inform indicators.	2	3
5.1.6	Internal rate of return	N/A	N/A	N/A	-	-
5.2 Business Agility						

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
5.2.1	Flexibility/optionality	Unexpected changes in the project result in hindrances to sustainability efforts.	Risks not identified and changes happen unexpectedly that project deliverables and the quality of services.	Accept that changes are inevitable and mitigate accordingly, as well as pursue opportunities to achieve a higher degree of sustainability. Improve strategic planning.	2	3
		Unplanned response to disasters.	Yearly damage to distribution infrastructure and water catchment areas caused by storms and hurricanes, create difficulties in restoration of services.	Develop and adopt a disaster management plan. Collaborate with agencies and government department to implement climate resilience initiatives.	1	3
5.2.2	Business flexibility	Limited adoption of standards within operations.	Inefficiencies in processes and procedures could be costly in the long run.	Increase the regular review of standards to improve efficiencies. Improve stakeholder engagement. Improve processes for collecting data to inform indicators.	2	3
		Timely availability of funding for improving operation resilience.	Major delays in responding to major interruptions to services.	Improve project management capacity of the organization. Develop strategic plans to guide strategic direction and provide alternative mechanisms for	2	3
5.3 Economic Stimulation						
5.3.1	Local economic impact	Distribution networks source raw water from the same catchment areas.	The rate at which new distribution networks are laid may not meet demands of expansion in households in certain communities.	Engage stakeholders in adopting efficient water use practices. Develop strategic plans to guide strategic direction and provide alternative mechanisms for	2	4

P5 Category		Description (Cause)	Potential Impact	Proposed Response	Impact Score	
Subcategory	Element				Before	After
		Hiring of foreign contractors on projects.	Communities are deprived from developing skills and having gainful employment.	Coordinate with government agencies in strengthening project management skills of local contractors. Collaborate with funding agencies in development of projects to include local labor resources.	2	3
5.3.2 Indirect benefits		Projects not able to identify of indirect benefits.	Stakeholders are unable to identify with projects.	Improve community outreach programs about project objectives. Improve project management capacity of the organization.	2	3

The analysis examined some of the challenges currently facing WASCO in its operations and projects, and how they impact People, Planet, Prosperity, Process and Products. Each of these is represented as a description and its potential impact to each element under consideration. Responses are proposed that could mitigate their impact on sustainable outcomes of the organization's operations and projects. Using the ratings provided in Chart 6, the response receives an impact score before and after implementation. The aim is to have responses which neutralizes the impact or improves the sustainable outcomes.

4.2. Identification of priority areas for WASCO

As an organization with several years of experience in managing the supply and distribution of potable water, along with the management of sewerage, WASCO knows what they want to deliver and how best to do it. But like many quasi-public sector organizations, prioritizing involves making difficult choices, particularly with greater fiscal restraints and increasing pressures to improve from the public and the need to facilitate economic development. Though not the only method and tools used to evaluate and identify priorities, the P5 Analysis and SWOT Analysis are tools that present fact-based approach, giving reasons or justifications for proposed solutions. Some response could be performed in parallel and others grouped to provide a more consolidated approach.

4.2.1 Proposed Solutions

Both the SWOT and P5 analyses have helped to refine the interventions under consideration for adopting a CSR approach within WASCO's operations and in its projects. The desired outcome is to create the impact beneficial to the environment, community, and society, while ensuring long-term sustainable value for the organization and its employees.

Chart 8 represents the proposed strategies, taking the form of a matrix in which:

- Strategies SO considers those strategies which leverages the organization's strengths and opportunities.
- Strategies WO includes those strategies which leverage weaknesses and opportunities to be impactful within the action plan.
- Strategies ST considers those strategies which build on the competences derive from strengths to overcome the threats.
- Strategies WT are those formulated to transform the weaknesses and threats to encourage successful outcomes for the action plan.

Chart 9 SWOT Analysis (Source: Author, 2020)

	Strengths	Weaknesses
Opportunities	**Strategies SO** 1. Prioritize projects that increases the distribution of potable water using sustainable methods. 2. Add the management of a CSR approach to the job description of Customer Communication Officer for projects. 3. Develop interagency working-group with other government departments and agencies pursing sustainable development goals. 4. Develop and report publicly about KPI's related to ongoing projects. 5. Adopt sustainable procurement standard, ISO: 20400, adherence to contractors for future projects. 6. Improve Project Unit knowledge capacity in Project management by pursuing certification programs approved by PMI. 7. Improve management knowledge of project management by pursing certification programs approved by PMI. 8. Develop list of communities directly impacted by outcomes of projects. 9. Develop strategies which encourage engagement with the communities during project lifetime and in sustaining in the development of solutions. 10. Encourage the use of local community laborers by contractors in project activities. 11. Identify skills and skills gaps for project management unit. 12. Develop coaching and mentoring strategies in project management concepts for office staff and fortnightly-paid workers. 13. Develop strategy to create a permanent PMO. 14. Create media piece for International Women's Day, with initial focus on the achievements of internal staff, then annually focus on achievements of women in the communities. 15. Pursue water stewardship program with businesses. 16. Use Agenda 2030 to help identify strategic priorities. 17. Begin transitioning of pumping stations to 100% renewable source of electricity. 18. Begin transitioning of renewable source of electricity for management offices. 19. Encourage the reduction in freshwater use in hotels by pursuing program for the treatment of grey water and its use for irrigating lawns, and flora and fauna landscapes.	**Strategies WO** 1. Develop coaching and mentoring systems for employees in sustainable development. 2. Improve monitoring of CSR practices. 3. Increase management knowledge of project management by pursing certification programs approved by PMI. 4. Increase board members knowledge of project management concepts by pursing training programs approved by PMI. 5. Improve the board's knowledge of sustainable development concepts and the UN's SDG's and Agenda 2030. 6. Develop memorandum of understanding with government agencies to share data. 7. Increase collaboration with other government ministries on sustainability initiatives. 8. Develop and make available publicly yearly report highlighting strategies, approaches and key achievements of CSR action plan.

	Strengths	Weaknesses
Threats	**Strategies ST** 1. Display prominently and regularly update on premise at project locations, key KPI's pertaining to project activities. 2. Make public the documents used for DCA's approval of projects. 3. Utilize P5 Impact Analysis prior to pursing projects. 4. Develop Strategic Plan that expires in 2030. 5. Link current strategies with economic recovery from the impact of COVID-19. 6. Identify grants funds with CSR components in their objectives.	**Strategies WT** 1. Increase the usage of ICT solutions for meter reading. 2. Increase ICT solutions to chart project progress and statuses. 3. Increase management knowledge of project management by pursing certification programs approved by PMI. 4. Develop communication plan for ongoing projects, with a focus on community outreach. 5. Increase the use of social media platforms to engage customers and community. 6. Increase knowledge of board members and management of UN SDG's and Agenda 2030 by conducting training session.

4.2.2 Training requirements

Feedback coming from managers of WASCO revealed that the employees have a good grasp of technical knowledge on responding to operations. However, there is limited knowledge on how to apply project management principles and implement CSR initiatives. Many were new to the UN SDGs, although some had come across it in workshops or through projects funded by international organizations. It was observed that no budget allocations were made to improve the organizations capacity in project management principles despite growing expectations, by the government and external funding agencies.

4.2.3 List of Proposed CSR activities

During interview sessions held with WASCO officials, including the Project Management Unit, and considering the results obtained as part of the Assessment Report, it was identified that the following are priority areas for the organization:

1. Human rights - are the responsibilities and duties of individuals that foster the preservation of life and survival of the individuals and of the collective, community.
2. Labour practices – are the procedures and processes which provide a safe and respectable working environment for employees.
3. Consumer issues – are the things which prevent the customers from enjoying the services.
4. The environment – are the resources and the places of operations that facilitate the delivery of services.
5. Community involvement and development – is related to the linkages and the dialogue between WASCO and its stakeholders, all of whom are beneficiaries of its services.

These areas, for the most part, are identifiable with the UN SDGs and their associated targets. Having this in mind, the action plan represents the delivery organ, through which the priority areas become actionable through CSR initiatives and goals taking form and function within the organization. Acting as a delivery system, the action plan has outcomes which will be measured to determine progress and the delivery of results.

With these priority areas, sixteen goals were defined that will advance solutions and provide direction in addressing them. The goals are the following:

- Goal 1: Develop the Employees' Understanding of CSR – Is to provide knowledge and material to employees about CSR and its components.

- Goal 2: Develop Employees Knowledge of GRI Sustainable Reporting Standards and P5 Analysis – Is to provide knowledge and material to employees about GRI, its indicators, and its uses; and P5 Analysis uses and how to apply it to projects and programs.

- Goal 3: Improve Employee Capacity in Project Management Principles – Is to provide additional capacity through guided instructions by certified professionals in project management. There is also provision made to encourage PMI certification. In addition, provision is made for reference material and relevant ICT tools.

- Goal 4: Improve Understanding of Project Management Principles by Board Members – Is to cover the principles used in project management and offer board members familiarity with terms, processes and procedures. In addition, provision is made for reference material and relevant ICT tools.

- Goal 5: Improve Understanding of CSR by the Board Members - Is to provide knowledge and material about CSR and its components.

- Goal 6: Familiarize Trade Unions Representatives about CSR and SDGs. Is to provide knowledge and material about CSR and SDGs and how they relate to propose changes in operations.

- Goal 7: Develop and Implement a Monitoring System for Worker Safety Practices by Departments and Units – Is to identify adequate measures that safeguard the loss of life and injury in all operations and job sites.

- Goal 8: Develop Internal Capacity in Adopting Anti-corruption Policies – Is to provide training and equip the employees with practices that encourage transparency and responsibility.

- Goal 9: Improve Human Resource Management System – Is to assist in acquiring and implementing an electronic system that would facilitate efficient and effective human resource management and coordination.

- Goal 10: Develop GRI Sustainable Reporting Standards Manual for Contractors – To provide a living document that is shared with contractors to maintain the organization's commitment to adopt sustainable reporting.

- Goal 11: Implement a Monitoring System for CSR Practices by Contractors – Is to identify and implement a system that adequately addresses the requirements for CSR reporting.

- Goal 12: Reduce Wastage of Potable Water – Is to identify policies and standards that encourage sustainable potable water usage.

- Goal 13: Develop Local Standards for Wastewater Reuse – Is to identify processes and procedures which promote safe wastewater reuse.

- Goal 14: Develop Reporting and Communications Framework CSR Activities – Is to promote dialogue among all stakeholders about CSR initiatives and

how they could strengthen a collaborative and coordinated approach in solving consumer needs.

- Goal 15: Improve Coordination of Management Strategies – Is to develop the necessary framework that seeks to ensure synergy in developing and implementing strategies and initiatives related to CSR and sustainability.

- Goal 16: Improve Customer Fault Reporting and Resolution System – Is to identify and implement a system that best fits the needs of the organization in efficiently and effectively responding to service complaints.

4.3. Corporate Social Responsibility Action Plan

From the beginning of its forming, WASCO's mission has been simple, to provide sewerage treatment services and access to potable water to all residents in Saint Lucia, supporting households and industry alike. Years later, WASCO is presented with a leap of opportunity to become an organization with a CSR approach. The opportunity requires the commitment to embrace new technologies, processes, and standards. But more than that, WASCO recognizes its role in the economy and the community and shares the responsibilities of managing adequately the natural resources and environment interest, efficiency, reliability, and sustainability. With the evolution of their operation practices and processes, during the most challenging of times as now, they will look to securing partnerships, engaging all stakeholders, into an organization which can and will look optimistically into the future encapsulating the strengths of humankind.

This action plan is not only about meeting global standards but reflects WASCO's renewed pursuit of excellence in delivering its services, appealing to the needs of the residents of Saint Lucia, the protection of the environment, and its ability to engage the community. With this action plan, WASCO's pursuits are to realize success now and in the future.

In general, GRI helps businesses, governments, and other organizations understand and communicate the impact of business on critical sustainability issues, such as climate change, human rights, governance, and social well-being.

To be effective, the goals of the action plan must carry the attributes of being:

- Specific – Demonstrate clarity in what must be achieved.
- Measurable – Possess defined criteria for evaluating progress and impact.
- Attainable - Realistic steps encourage completion towards the goal.
- Relevant - The goal is applicable and cohesive to its intended purpose or environment in which it is pursued.
- Timely – Progress in achieving the goal You have the time to work toward your goal and are progressing on schedule.

In order to increase the likelihood of success with the action plan, the goals and their activities are expected to be incorporated into the programs and projects for which WASCO is responsible for and those on which it can leverage its influence. The action plan provides several GRI based indicators which are also linked to UN SDG's that incorporate their own set of indicators. With these indicators WASCO would not only be able to gauge the implementation of the action plan, but it would also be able to provide the relevant national authorities with data about Saint Lucia's performance in achieving the UN Agenda 2030 goals.

4.3.1 Mission, Vision and Values

Mission, vision and values are important to an action plan as it communicates what social responsibility means to WASCO, and how it will achieve these considering how its stewardship of human resources and the environment complements are obligations to the community.

Mission: To sustainably make every action speak volumes about our intentions.
This mission explains that WASCO will ensure that all the actions of this plan will be intentionally sustainable.

Vision: Together, we show others being responsible is business as usual.

This vision indicates where the action plan will take WASCO. The vision encapsulates the need to collaborate and share responsibility towards becoming a beacon for others in the public and private sectors.

Values: Our People, Our Water, Our Life.

These values represent the core elements which are incorporated in every action.

4.3.2 CSR Objectives of the Action Plan

The action plan proposed is a framework for helping WASCO become an organization that pursues CSR as a strategy for addressing its responsibilities. The action plan speaks to the priority areas by using CSR objectives which are aligned to some of targets of the UN SDGs. The outcomes of these objectives are realistic and consistent set of targets and activities that are measured and implemented within agreed time frames. To improve success, the action plan includes training components to address knowledge gaps in CSR, GRI standards, and project management principles. The aim is to ensure that WASCO has adequate internal capacity to institutionalize CSR.

4.3.3 Roles and responsibilities

Although each objective has been assigned to individual personnel at WASCO and the efforts of all employees are needed, the main driver for the action plan will be the Communication Manager. The coordinating team for the action plan will be the CSR Steering Committee. The Board and the Management will be instrumental in identifying funding sources and to implement policy changes with the organization.

4.3.4 Timelines and milestones

WASCO's budget cycle begins on the 1st of April and ends on the 31st of March of the following year. As WASCO is a statutory body, the cycle is adopted from the budget and financial cycle of the GoSL. To improve synergy the with the CSR action plan activities and operations the timelines and the milestones fall within the budget cycle. This also allows for WASCO to easily transition CSR into its business cycles.

4.3.5 Reward System

A reward system will have to be develop using a collaborative approach to identify the mechanism that would determine, among other things the criteria for dispensing the rewards. Having adopted the GoSL method for evaluating employee performance, WASCO could identify select targets which coincides with CSR outcomes in evaluating employee performance. The rewards mechanism will provide the scoring methods for those targets and the thresholds which will be rewarded. In addition, the reward system will also consider the targets of departments and units within the organization. To further improve its community relations, WASCO should engage private sector partners in identifying and providing suitable products and services for the reward system. These services and products must consider sustainable attributes related to CSR initiatives.

4.3.6 Budget

In keeping with project management principles, a contingency amount will have to be secured. The common amounts proposed vary from the projects, but a fifteen percent contingency is applied to all budgeted costs. The total budget amount is USD $522, 800.00 plus contingency of USD $52, 280.00.

4.3.7 Action Plan

The following chart shows the goals of the action plan and the corresponding priority area which it seeks to address. SDGs and the indicators used to measure the progress in achieving each of these goals. The indicators used are selected from those defined by GRI.

Chart 10 Goals, Priority Areas, SDGs and Proposed Indicators (Source: Author, 2020)

Priority Area	Goals	Response to SDGs	Proposed Indicators
Labor practices	**Goal 1**. Develop the Employees' Understanding of CSR	• SDG 4 • SDG 5	• GRI 404: Training and Education ○ Number of programs implemented provided to upgrade employee skills. ○ Average hours of training per year per employee. ○ % of employees receiving regular performance and career development reviews. ○ Average hours of training that the organization's employees have taken during the reporting period, by gender and employee category.
	Goal 2. Develop Employees Knowledge of GRI Sustainable Reporting Standards and P5 Analysis.	• SDG 4 • SDG 5 • SDG 8 • SDG 9	• GRI 404: Training and Education ○ Average hours of training per year per employee. ○ % of employees receiving regular performance and career development reviews. ○ Average hours of training that the organization's employees have taken during the reporting period, by gender and employee category.
	Goal 3. Improve Employee Capacity in Project Management Principles	• SDG 4 • SDG 5 • SDG 8 • SDG 9	• GRI 404: Training and Education ○ Average hours of training per year per employee. ○ % of employees receiving regular performance and career development reviews.

Priority Area	Goals	Response to SDGs	Proposed Indicators
			○ Average hours of training that the organization's employees have taken during the reporting period, by gender and employee category.
	Goal 4. Improve Understanding of Project Management Principles by Board Members	• SDG 4 • SDG 5 • SDG 8 • SDG 9	• GRI 404: Training and Education ○ Average hours of training per year per employee. ○ % of employees receiving regular performance and career development reviews. ○ Average hours of training that the organization's employees have taken during the reporting period, by gender and employee category.
	Goal 5. Improve Understanding of CSR by the Board Members	• SDG 4 • SDG 5 • SDG 17	• GRI 404: Training and Education ○ Average hours of training per year per employee. ○ % of employees receiving regular performance and career development reviews. ○ Average hours of training that the organization's employees have taken during the reporting period, by gender and employee category.
	Goal 7. Develop and Implement a Monitoring System for Worker Safety Practices by Departments and Units	• SDG 9 • SDG 17	• GRI 103: Customer Health and Safety ○ Total number of incidents of non-compliance. • GRI 409 Forced or Compulsory Labor ○ Number of operations with risk of incidents of forced or compulsory labor. • GRI 403 Occupational Health and Safety ○ # of fatalities. ○ Number of lost days due to injury. ○ Absentee rate by gender. ○ % of health and safety topics are covered by trade union agreements.

Priority Area	Goals	Response to SDGs	Proposed Indicators
Human Rights	**Goal 6.** Familiarize Trade Unions Representatives about CSR and SDGs.	• SDG 4 • SDG 5 • SDG 16 • SDG 17	• GRI 102: General Disclosures ○ Number of stakeholder groups engaged by the organization.
	Goal 8. Develop Internal Capacity in Adopting Anti-corruption Policies	• SDG 16 • SDG 17	• GRI 205: Anti-corruption ○ Total number and percentage of governance body members that the organizations anti-corruption policies and procedures have been communicated to. ○ Total number and percentage of employees that the organizations anti-corruption policies and procedures have been communicated to. ○ Total number and percentage of governance body members that have receive training on anti-corruption. ○ Total number and percentage of employees that have receive training on anti-corruption. • GRI 418: Socioeconomic Compliance ○ Total monetary value of significant fines. ○ Total cases brought through dispute resolution mechanisms.
	Goal 9. Improve Human Resource Management System	• SDG 8 • SDG 9 • SDG 10	• GRI 418: Socioeconomic Compliance ○ Total cases brought through dispute resolution mechanisms.
	Goal 11. Implement a Monitoring System for CSR Practices by Contractors	• SDG 4 • SDG 5 • SDG 8	• GRI 204: Procurement Practices ○ % of the procurement budget to purchase products and services. • GRI 204: Anti-corruption ○ % of operations assessed for risk related to corruption
The environ-ment	**Goal 10.** Develop GRI Sustainable Reporting	• SDG 9 • SDG 12	• GRI 103: Customer Health and Safety ○ Total number of incidents of non-compliance.

Priority Area	Goals	Response to SDGs	Proposed Indicators
	Standards Manual for Contractors	• SDG 13 • SDG 17	• GRI 409 Forced or Compulsory Labor ○ Number of operations with risk of incidents of forced or compulsory labor. • GRI 403 Occupational Health and Safety ○ # of fatalities. ○ Number of lost days due to injury. ○ Absentee rate by gender. ○ % of health and safety topics are covered by trade union agreements.
	Goal 11. Implement a Monitoring System for CSR Practices by Contractors	• SDG 4 • SDG 5 • SDG 8	• GRI 308: Supplier Environmental Assessment ○ Number of new suppliers that were screened using environmental criteria. ○ Negative environmental impacts in the supply chain and actions taken.
	Goal 12. Reduce Wastage of Potable Water	• SDG 6 • SDG 12	• GRI 303: Water ○ Total volume of water withdrawn broken down by sources. ○ Total number of water sources used. ○ Financial benefits received from government for operations. • GRI 303: Water and Effluents ○ Total volume of water withdrawn from areas with water stress. ○ Total water consumption. ○ Total water consumption from areas with water stress.
	Goal 13. Develop Local Standards for Wastewater Reuse.	• SDG 6 • SDG 12	• GRI 303: Water ○ Total volume of water recycled. ○ % of volume reused over total water of volume withdrawn.

Priority Area	Goals	Response to SDGs	Proposed Indicators
Community involvement and development	**Goal 14.** Develop Reporting and Communications Framework CSR Activities	• SDG 9 • SDG 12 • SDG 13 • SDG 17	• GRI 102: General Disclosures ○ Number of stakeholder groups engaged by the organization. ○ Number of CSR activities carried out with the community
Consumer issues	**Goal 15.** Improve Coordination of Management Strategies	• SDG 8 • SDG 11 • SDG 13 • SDG 12 • SDG 17	• GRI 201: Economic Performance ○ Total value of financial assistance by category. ○ Value of tax credits received. ○ Financial benefits received from government for operations.
	Goal 16. Improve Customer Fault Reporting and Resolution System	• SDG 9 • SDG 16	• GRI 303: Water ○ Total volume of water withdrawn broken down by sources. ○ Total number of water sources used. • GRI 303: Water and Effluents ○ Total water consumption. • GRI 418: Customer Privacy ○ Total number of substantiated complaints received of breaches of customer privacy ○ Total number of identified leaks, theft, or losses of customer data. • GRI 418: Socioeconomic Compliance ○ Total monetary value of significant fines. ○ Total cases brought through dispute resolution mechanisms.

4.3.8 Timeline, Milestones, Budget and Responsible for each goal

Essential to the action plan, the following charts define the actions, responsible personnel, start date, end date, milestones, required resources, and desired outcomes for each goal. Derived from goals in Chart 9, they provide a framework for guiding WASCO into implementing CSR initiatives that are realistic and consistent with the of outcomes and actions. Additional details communicating how they are measured, documented and implemented within agreed time frames are provided.

Chart 11 Goal 1: Develop the Employees' Understanding of CSR (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Identify knowledge gaps about CSR among staff.	Communications Manager, Human Resource Manager.	01/04/2021	01/29/2021	• CSR knowledge baseline of staff. • Identify expectations.	• Time, data capture storage media.	• CSR knowledge baseline of employees; Identify priority areas; Number of employees by gender and department; Identify sources of funding; Identify roadmap for improving CSR understanding.
Identify knowledge gaps about CSR among management.	Communications Manager, Human Resource Manager.	01/04/2021	01/29/2021	• CSR knowledge baseline of management. • Identify expectations.	• Time, data capture storage media.	
Identify knowledge gaps about CSR among team members of Project Unit.	Communications Manager, Community Relations Officer, Project Manager.	01/04/2021	01/29/2021	• CSR knowledge baseline of Project Unit Team. • Identify expectations.	• Time, data capture storage media.	

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Collaborate with partners in developing and conducting training sessions about CSR concepts.	CSR Committee, Human Resource Manager.	04/05/2021	04/23/2021	• Training schedule, training centers identified, print and digital content about SDGs and CSR developed, CSR and SDGs experts identified.	• Time, data capture storage media.	• Training plan, Training Schedule, Training register, Costs.
Conduct informative sessions about CSR and SDGs with employees	CSR Committee, Human Resource Manager.	05/03/2021	05/28/2021	• 100% employees, including project team and all managers, distribute flyers and digital media about SDGs and CSR, received training about CSR, relevant KPIs updated, action plan updated.	• Time, data capture storage media, USD $20, 000.	• Employees understand CSR concepts and components; employees provide feedback about CSR, employees present ideas for CSR initiatives, employees provide commitment to support initiatives.

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Establish CSR Committee	Communications Manager, Community Relations Officer – Project Unit, Human Resource Manager, Operation Managers.	02/01/2021	02/05/2021	• Development of the TOR for CSR Committee, Development of Steering Committee structure, • Assignment of responsibilities, Appointment of members, • Management approval obtained.	• Time, data capture storage media, facilitating location, $300.	• Documented authority of the committee. • Document terms of reference.

Chart 12 Goal 2: Improve Understanding of CSR by Board Members (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Identify knowledge gaps about CSR among board members.	Communications Manager, Human Resource Manager.	01/04/2021	01/29/2021	• CSR knowledge baseline of staff. • Identify expectations.	• Time, data capture storage media.	• CSR knowledge baseline of board members; Identify priority areas; Number of board members by gender; Identify sources of funding;

						Identify roadmap for improving CSR understanding.
Conduct informative sessions about CSR	CSR Committee, Human Resource anager.	05/03/2021	05/07/2021	• 100% board members received training about CSR, relevant KPIs updated, action plan updated.	• Time, data capture storage media, USD $3, 000.	• Board members understand CSR concepts and components; board members provide feedback about CSR, board members support CSR initiatives and objectives.

Chart 13 Goal 3: Familiarize Trade Unions Representatives about CSR and SDGs (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Prepare consultation about SDGs and	Communications Manager, Human	01/29/2021	01/31/2021	• Identify trade unions,	• Time, data capture	• SDGs and CSR consultation confirmed, print

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
CSR for trade union representatives	Resource Manager.			• contact trade union representatives, confirm schedule of consultation, • CSR and SDGs documents distributed to trade union representatives, • Expectations documented.	storage media, USD $500.	and media files available, trade union representatives contacted and confirm attendance.
Conduct informative sessions about CSR and SDGs	CSR Committee, Human Resource Manager.	06/01/2021	06/04/2021	• 100% of trade unions are received training about CSR, relevant KPIs updated, action plan updated.	• Time, data capture storage media, USD $2, 000.	• Trade union representatives understand CSR concepts and components; feedback from trade unions representatives documented, trade union

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
						representatives received content for distribution and further discussions with their members, trade union concerns documented.

Chart 14 Goal 4: Improve Employee Capacity in Project Management Principles (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Identify knowledge gaps about project management principles.	Communications Manager, Human Resource Manager, Project Manager – Project Unit.	06/01/2021	06/03/2021	• Identify Project Management knowledge and skills baseline of staff. • Identify expectations, identify number of employees	• Time, data capture storage media.	• Project management knowledge baseline of employees identified; Identify priority areas; Number of employees by gender and department; Identify sources of funding; Identify roadmap for improving project management knowledge and skills.

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Collaborate with partners in developing and conducting training sessions about CSR concepts	CSR Committee, Human Resource Manager.	04/05/2021	04/23/2021	• Training schedule, training centers identified, CSR experts identified.	• Time, data capture storage media	• Training plan, Training Schedule, Training register, Costs.
Conduct training sessions about project management	CSR Committee, Human Resource Manager.	06/01/2021	06/04/2021	• 100% of employees receive certified training in project management knowledge and skills, employees are successful at certification exams, relevant KPIs	• Time, data capture storage media, USD $35, 000.	• Employees are PMI Certified, employees' project management knowledge and skills improved, employees feedback documented.

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
				updated, action plan updated.		

Chart 15 Goal 5: Improve Understanding of Project Management Principles by Board Members (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Identify knowledge gaps of board members about project management principles.	Communications Manager, Human Resource Manager, General Manager.	06/01/2021	06/03/2021	• Identify Project Management knowledge and skills baseline of staff. • Identify expectations, identify number of employees	• Time, data capture storage media.	• Project management knowledge baseline of employees identified; Identify priority areas; Number of employees by gender and department; Identify sources of funding; Identify roadmap for improving project management knowledge and skills.
Collaborate with partners in	CSR Committee,	04/05/2021	04/23/2021	• Training schedule,	• Time, data capture	• Training plan, Training Schedule,

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
developing and conducting training sessions about CSR concepts.	Human Resource Manager.			training centers identified, CSR experts identified.	storage media, USD $3, 000	Training register, Costs.
Conduct training sessions about project management	CSR Committee, Human Resource Manager.	06/01/2021	08/08/2022	• 100% of employees receive certified training in project management knowledge and skills, employees are successful at certification exams, relevant KPIs updated, training register	• Time, data capture storage media, USD $35, 000.	• Employees are PMI Certified, employees' project management knowledge and skills improved, employees feedback documented, project management content available via intranet, employees understand importance and relevance of project management skills to their duties.

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
				updated, human resource systems updated, action plan updated.		

Chart 16 Goal 6: Develop Employees Knowledge of GRI Sustainable Reporting Standards and P5 Analysis. (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Identify knowledge gaps about GRI reporting and using P5 Analysis.	Communications Manager, Human Resource Manager, Project Manager – Project Unit, Operations Managers.	07/19/2021	07/30/2021	• Identify GRI reporting and using P5 Analysis baseline of employees. • Identify expectations.	• Time, data capture storage media.	• GRI reporting and using P5 Analysis baseline of employees identified; Identify areas where GRI reporting and P5 Analysis could be applied; Number of employees by

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
						gender and department; Identify sources of funding; Identify roadmap for improving knowledge about using GRI reporting and using P5 Analysis.
Identify and collaborate with partners in developing training sessions about GRI standards and P5 Analysis.	Communications Manager, Human Resource Manager, Project Manager – Project Unit, Operations Managers, CSR Steering Committee.	08/02/2021	08/27/2021	• Multiple solutions with costs;	• Time, data capture storage media	• Expert in GRI standard identified, • Expert in applying P5 Analysis identified, training session objectives documented, training schedule,

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
						sources of funding secured, print and media content available, Number of employees by gender and department identified for sessions.
Conduct training sessions in using GRI and P5 Analysis	Human Resource Manager, CSR Steering Committee	08/02/2021	08/27/2021	• GRI and P5 analysis knowledge sessions completed, print and digital media content made accessible to employees, 100% employees	• Time, data capture storage media, USD $25, 000.	• Employees understand when and how to use GRI reporting, employees know how to apply P5 Analysis, Project Management team incorporate GRI

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
				attended sessions, Human Resource systems updated, action plan updated, relevant KPIs updated		to monitor 100% of the projects, P5 Analysis is used in evaluating all projects and programs, Board and Management understand the importance of GRI, GRI information is regularly discussed at board meetings.

Chart 17 Goal 7: Develop GRI Sustainable Reporting Standards Manual for Contractors (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Identify GRI related indicators which are applicable	Communications Manager, Project Manager – Project Unit, Operations Managers, CSR Steering Committee.	09/06/2021	09/17/2021	• Project and program categories identified, list of applicable GRI documented, define penalties for non-compliance, action plan updated.	• Time, data capture storage media	• List of applicable GRI adopted, procedures for recording GRI and related inputs known
Publish manual	Communications Manager, Project Manager – Project Unit,	09/06/2021	09/17/2021	• Manual reviewed and approved by management, manual produced for print and digital media, manual integrated with current organization	• Time, data capture storage media, USD $5, 000	• GRI Manual available for contractors on all projects and programs, Project team knowledgeable about contents of manual and how it is used.

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
				procedures, action plan updated, relevant KPI updated.		

Chart 18 Goal 8: Implement a Monitoring System for CSR Practices by Contractors (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Develop KPI for monitoring.	Management, Customer Service Manager,	09/01/2021	09/10/2021	• Identify list of applicable KPIs to measure, verify the availability of data, identify	• Time, data capture storage media.	• List of KPIs confirmed for tracking.
Conduct training sessions on using the monitoring system.	Project Manager – Project Unit, CSR Steering Committee.	09/13/2021	09/24/2021	• 100% project team members trained,	• Time, data capture storage media.	• Manual incorporated into project monitoring, KPIs included in project status reporting.

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
				USD $3, 000		

Chart 19 Goal 9: Develop and Implement a Monitoring System for Worker Safety Practices by Departments and Units (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Document operations processes and procedures	Operations Managers, Human Resource Manager, CSR Committee.	09/01/2021	09/10/2021	Identify list of processes, update procedures for efficiency, identify applicable KPIs, identify and link procedures and processes with ISO standards	Time, data capture storage media.	List of KPIs confirmed for monitoring, list of procedures associated with ISO standards.
Identify and document safe practices for operations activities	Operations Managers, Human Resource Manager, CSR Committee.	09/01/2021	09/10/2021	• Identify list of safe practices, identify applicable KPIs, designate monitoring officers, identify and link procedures and processes with ISO safety standards, define penalties for non-compliance	• Time, data capture storage media.	• List of KPIs confirmed for tracking, practices associated with ISO standards.
Activate monitoring systems	Project Manager – Project Unit,	09/13/2021	09/24/2021	• Employees trained in safety procedures and practices, activated at	• Time, data capture	• Monitoring safety systems

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
	CSR Steering Committee.			100% operations units and departments, update relevant KPIs, update action plan.	storage media.	integrated into operation procedures and processes, relevant KPIs reported

Chart 20 Goal 10: Improve Coordination of Management Strategies (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Conduct consultative sessions to identify requirements	General Manager, all managers	10/04/2021	10/08/2021	• Requirements submitted by all department managers, requirements prioritized, identify list of users, relevant KPIs updated,	• Time, data capture storage media	• System requirements identified and agreed upon by management. • Collaboration on approach. • Incentives identified for management to use.

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
				action plan updated.		
Collaborate with partners in identify collaborative ICT system.	General Manager, all managers	10/18/2021	10/22/2021	• System identified and purchased.	• Time, data capture storage media, USD $ 20, 000	• System requirements met by selected system;
Install system and conduct training sessions on its use	General Manager, all managers	12/01/2021	12/17/2021	• 100% users trained, relevant KPIs updated, action plan updated	Time, data capture storage media, USD $ 5, 000	• Reduce inefficiencies in strategies. • Build capacity in using ICT. • Improve successful program and project outcomes through active collaboration. • Improve efficiency on projects and

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
						program progress reports. • System becomes part of project management set of tools. • Integrate CSR activities into operations;

Chart 21 Goal 11: Reduce Wastage of Potable Water in Distribution Process (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Conduct consultative sessions to identify strategies	General Manager, Operations Managers, CSR Committee	09/01/2021	09/02/2021	• Identify list possible solutions.	• Time, data capture storage media	• Strategies available for consideration, funding available.
Implement and review strategies	Operations Managers, CSR Committee	09/01/2021	12/31/2021	• Improvements in response time for leaks, Improvement in operating	• Time, data capture storage media,	• KPIs form part of GRI reporting, data available to the general public, improve

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
				procedures to mitigate leaks, KPIs adopted and updated, updated action plan	• USD $200, 000	public perception of the organization's, improve integration of CSR into operations, • improve monitoring of potable water distributed, consistent review to improve efficiency in monitoring and reporting of faults.

Chart 22 Goal 12: Develop Local Standards for Wastewater Reuse (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Conduct consultative sessions to review	General Manager, Operations Managers,	02/15/2021	02/02/2021	• Identify list of safe procedures and	• Time, data capture	• Strategies available for consideration,

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
recommendations from previous consultations	CSR Committee			processes, list of international standards for tests, ratify procedures and processes, identify list of stakeholders, KPIs adopted and updated, updated action plan.	storage media	funding available,
Adopt and publish standards	Operations Managers, CSR Committee	04/19/2021	04/19/2021	• Launch on social media platform, inform media houses, KPIs adopted and updated, updated action plan	• Time, data capture storage media, • USD $10, 000	• KPIs form part of GRI reporting, data available to the general public, improve public perception of the organization's, improve integration of

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
						CSR into operations, • improve monitoring of potable water distributed, consistent review to improve efficiency in monitoring and reporting of faults.
Organize consultative workshops with stakeholders on adoption and use of standard for safe wastewater reuse	Management, Customer Service Manager,	05/01/2022	05/26/2022	• All stakeholders contacted, documentation presented to participants, KPIs updated, updated action plan	• Time, data capture storage media, USD $12, 000	• Increase adoption of standards. • Stakeholder concerns documented for review. • Create culture of CSR in the community.

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
						• Reduce demand on potable water. • Increase in water recycling.

Chart 23 Goal 13: Improve Customer Fault Reporting and Resolution System (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Conduct consultative sessions for needs assessment	Department Managers, Customer Service Manager, CSR Committee	07/05/2021	07/23/2021	• Identify procedure and process modifications. • Assign key performance indicators. • Stakeholders present their concerns. • Employees trained in	Time, data capture storage media, USD $ 20, 000	• Define desired outcomes. • Define baseline. • Report indicators; • Integrate CSR initiatives into operations;

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
				new procedures. • Test new processes and procedures to ensure desired outcomes. • Publish new processes and procedures to internal information system. • KPIs updated. • action plan updated.		
Implement fault and resolution system and	Management, Customer Service Manager,	07/26/2021	07/26/2021	• Publish new process to social media platforms.	Time, data capture storage media	• Increase efficiency in the operations procedures. • Reduce costs.

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
conduct training				• New processes and procedures adopted by relevant departments • KPIs updated. • Action plan updated.		• Integrate CSR initiatives into operations. • More frequent updates about KPIs.

Chart 24 Goal 14: Develop Internal Capacity in Adopting Anti-corruption Policies (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Identify gaps in anticorruption policies.	Department Managers, Board members, CSR Committee	09/27/2021	10/01/2021	• List of gaps. • List intervention mechanism. • Identify monitoring mechanisms. • Identify relevant GRI indicators.	• Time, • Information storage media.	• Define training outcomes. • Define risks. • Integrate CSR initiatives into operations. • GRI reporting adopted;

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
				• Identify employees for training sessions. • Identify penalties for non-compliance. • KPIs updated. • Action plan updated. • Assign key performance indicators.		
Conduct training in anticorruption policies	Department Managers, Human Resource Department			• 100 % employees trained, • KPIs updated. • Action plan updated.	• Time, • Information storage media, • USD $ 5, 000	Increase efficiency in the operations procedures related to HR;

Chart 25 Goal 15: Improve Human Resource Management System (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Identify gaps in human resource management.	Department Managers, Human Resource Department, CSR Committee	12/01/2020	02/19/2021	• List of skills gaps. • List of issues. • Identify system requirements. • Identify adequate ICT solutions. • Assign key performance indicators.	• Time, • Information capture storage media	• Define priority areas. • Adjustments to procedures and processes identified. • Funding approved for purchasing ICT solution. • Define baseline. • Report indicators.
Collaborate with partners to develop processes for addressing employee concerns or issues.	Department Managers, Human Resource Department, CSR Committee	12/01/2020	02/19/2021	• KPIs updated. • Action plan updated. .	• Time, • Information capture storage media. • USD $ 7, 000	• ICT solutions are integral for efficiencies in operations;
Collaborate with partners in identify	Department Managers, Human	04/05/2020	05/28/2021	• Requirements reviewed.	• Time, • Information capture	• Funding approved for purchasing ICT solution.

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
adequate ICT system.	Resource Department, CSR Committee			• ICT solution identified. • KPIs updated. • Action plan updated.	storage media	
Implement electronic HR management system.	Department Managers, Human Resource Department, CSR Committee	07/01/2020	07/01/2021	• Internal processes adjusted. • All staff are trained in using the solutions. • KPIs updated. • Action plan updated.	• Time, Information storage media • USD $ 20,000	• Increase efficiency in the operations procedures related to HR. • Improve resolution of HR issues. • Integrate CSR initiatives in operations.

Chart 26 Goal 16: Develop Reporting and Communications Framework CSR Activities (Source: Author, 2020)

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
Identify requirements	Department Managers, Human Resource Department	07/01/2020	07/01/2021	• Identify communication gaps. • Identify all stakeholders. • List of priority areas. • Identify adequate interventions for gaps. • Assign key performance indicators. • KPIs updated. • Action plan updated.	• Time, • Information capture storage media	Define training outcomes. Define baseline. Report indicators.
Develop communication plan.	Management, Customer Service Manager,	07/01/2020	07/01/2021	• Stakeholders list created. • Method of effective communications identified.	• Time, • Information capture storage media	Project Management Unit skills and skills gaps.

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
				• Information systems updated. • Information sources identified. • Information processing methods identified. • KPIs updated. • Action plan updated.		
Implement Communication plan	Communications Manager, CSR Steering Committee	07/01/2021	07/05/2021	• Communications strategies are reviewed regularly. • Stakeholder consultations are conducted for all CSR initiatives. • Stakeholders are consulted	• Time, • Information capture storage media. • USD $100, 000	• Increase participation by staff. • Inform staff of progress. • Create culture of CSR awareness. • Increase buy-in from employees

Actions	Responsible	Start Date	End Date	Milestones	Required Resources	Desired Outcomes
				using various media platforms. • Stakeholders concerns are documents. • Stakeholder concerns are addressed. • List of priorities are revised. • Progress of programs and projects are updated to social media platform. • KPIs updated. • Action plan updated.		to strategies. • Reduce resistance to change.

5 CONCLUSIONS

1. The assessment undertaken of the organizational structure, the policies and the procedures concluded that WASCO's greatest strength lies in its human resources, while its weakness spread across communication and documentation of its procedures. Despite having numerous manuals on operating some of the machinery for water distribution, lacking were manuals about human resource management and standards for managing water resources. Investigations revealed that WASCO has implemented projects which has improved the climate resilience of its operations. Many of these projects have been funded in full or partially by the GoSL. The documented support provided by the GoSL communicates through the resources their commitment. The GoSL and other funding agencies have rallied behind some of WASCO's sustainable focused projects, thereby creating opportunities to pursue CSR initiatives. WASCO's customer engagement is certainly lacking, but a variety of communication channels exist which the organization is yet to embrace to improve public perception.

2. Current definitions of CSR are fluid; however, some key words resonate among employees and stakeholders. Priority areas revealed in consultation with WASCO personnel centered around human rights, labor practices, the environment, community involvement and development, and consumer issues. These priority areas coincide with some of the targets within the UN SDGs. In the case of labor practices, notwithstanding that human loss is immeasurable and inacceptable, injuries and loss of life on the job can affect employee morale and the organization's ability to continuously deliver services. Also, the attention to labor practices would help management and staff come to terms with conditions that help improve productivity and comfort in the workplace. Likewise, as a priority, consumer issues seem to create a public image that WASCO is not doing enough to resolve perennial issues of the availability of water and the anticipated results from dredging of the dam. WASCO needs public support to implement any future projects or CSR

initiatives. Although some of these priority areas have received some attention by previous projects, the proposed CSR action plan will strengthen the company efforts.

3. This action plan was designed in response to the stakeholder's economic and social priorities. The strategies within the action plan examined the operations of WASCO and how these could be achieved while keeping the organization's obligations to those priorities. At the end, the action plan will give WASCO a common language which it can utilize in engaging all stakeholders so that welfare of society and the environment are always considered while the it pursues its business objectives. The CSR initiatives and activities enable, if well implemented, not only would allow WASCO to enjoy sustainable efficiency in its production, but also identify it as a beacon in sustainability among its fellow local and regional essential service providers. In addition, by embracing CSR initiatives and goals, WASCO employees would improve the sustainability within the organization's operations for themselves as customers, their families and their friends –their communities.

4. WASCO has all the right people to implement the solutions, but additional tools and knowledge are necessary to ensure the success of the proposed responses. The lack of adequate knowledge on how to use and apply project management principles, tools, and techniques could affect the success of many initiatives. However, tools and techniques that improve program and project outcomes are readily available and are easily accessible if existing ICT infrastructure permits. By combining training, practice, and evaluations, enable the organization to refine its procedures and processes into standards for operations. As a result, a system of knowledge is created within the organization which; and in the long run the action plan would have been completed and CSR would become institutionalized.

5. With active involvement in planification and stronger linkages among strategies are encouraged to improve the success rate of outcomes. With a

collaborative approach, with agencies such as the ministry of agriculture, will greatly benefits the organization by encouraging prioritization at the government level and further improve support for initiatives.

6. Because WASCO enjoys certain advantages as a statutory body, co-investment with government could allow it to pursue business which are tied to CSR activities without much discussions. If endorsed by the prime minister, collective pressure could ensue, amounting to policy support for CSR initiatives.

7. A communication plan when implemented could create an environment that facilitates discussions among all stakeholders in identifying new financial mechanisms and instruments that are sustainable for the economy and society. A communications plan must be supported by a platform where information is published and accessible to staff and public. This access raises the awareness by staff and public who form part of the community, thereby greatly influencing participation at that level. This not only creates a platform for scrutiny of WASCO's operations and CSR initiatives, but could drive its accountability and improve stakeholder commitment and perception of the organization. In their commitment to learn and apply the GRI, both management and staff are committing to improving responsibility not only duties but committing to become knowledgeable custodians and overall caretaker of community and environment.

8. The management and board are usually engaged in discussions on the sources of funds for the projects and operations and are aware of the many constraints which exists. The availability of funds is manifested globally, afflicting all organization and all nations. Being flexible and prepared is what allows the best nations and organizations to overcomes such difficulties. The development and implementation of a strategic plan allows for the recognition of opportunities, knowledge of risks and threats, and identify suitable solutions and options to achieve success.

6 RECOMMENDATIONS

1. Although this action plan should be under the direct supervision of a customer relations team, its success rest on the commitment and efforts of all staff. Therefore, each staff member should be registered to take part in at least one activity yearly. Their yearly performance targets and appraisals should be tied to the success of this activity and the overall performance of the organization in at least one major outcome. This should be actively pursued by the unit or department heads, with guidance from the Human Resource Manager.

2. The board and management will have to collaborate closely with the CSR Steering Committee in developing and implementing a strategic plan, with the 2030 as end date. This end date creates a goal post to achieve Agenda 2030 goals and SDGs. In addition, it affords WASCO enough time to develop its internal systems and create a cultural shift in the organization's behavior. These behavioral changes contribute to Saint Lucia's efficiency index.

3. As WASCO becomes more capable in utilizing GRI and P5, it would be able to spearhead the adoption of these and other industry related indicators by the National Services Commission for consideration to evaluate individual companies. It is recommended that the board and the CSR Committee should guide this process.

4. WASCO could apply its experience in training its employees in project management and using indicators to persuade the GoSL to adopt similar approaches by the Department of Training towards the development of a PMI certified institution and aligning targets and performance appraisals to success in certifications programs. WASCO's management and the trade unions would have to be the lead on such an initiative.

5. The Communications Manager, the Customer Service Manager, and the Community Liaison Officer will be the key persons stimulating the interests of internal and external stakeholders given the roles of their departments. Their combined experiences in understanding the immediate needs of customers allows them to provide detail responses to remedy the concerns and queries of customers. Both the Communications Manager and Community Liaison Officer will provide valuable input for project specific interventions and valuable insight in the design and implementation of the Communications Plan.

6. All the managers and the board will have to collaborate in gathering the information needed in establishing the baselines and the key performance indicators that will help measure the degree of success or failure in achieving the goals of each priority area.

7. It is important that WASCO constantly reviews the progress made on all CSR initiatives. Documentation is encouraged, as it allows for capturing and distributing lessons learnt. The key is to ensure all necessary pieces of information is available and adequately stored for future analysis. Only then can the information become valuable toward generating successful results at scale. Like many processes adapted from project management, the practice of documenting lessons learnt is key in developing organizational culture as a result of knowledge creation and sharing. It is recommended that the CSR Committee will have to be the custodian of such resources, with the IT Manager providing the technical inputs for improving management and distribution.

8. To drive implementation to completion, a highly motivated management and staff must be created. WASCO is encouraged to pursue the adoption of various incentives to maintain the level of employee support needed to successful results in CSR initiatives. To maintain a strong momentum among staff, the CSR Committee will have to work closely with the Human Resource Manager in constantly reviewing and adapting strategies for creating applicable incentives. Although some of these incentives may be monetary, it is anticipated that along with other types of incentives a stronger enabling environment will be created whereby staff performance will improve and as a consequence the organization's financial position and value will increase.

9. The IT Manager could provide guidance on the current capacity of the organizations ICT infrastructure to accommodate these tools. Further on, a needs assessment of the ICT infrastructure could be developed in collaboration with the CRS Committee. The recommendations would then be forwarded to the board for consideration. The IT Manager could also provide a training plan to improve the organizations capacity in ICT oriented techniques and tools necessary to drive performance and efficiency. The IT Manager is instrumental in ensuring that these systems complement each other, and that sustainability is a key requirement in identify such solutions.

10. CSR is readily embraced by businesses to improve performance and maximize profits; however, it could be applied in key areas such as in the supply of potable water. It recommended that the board proposes that CSR becomes a standard approach among the service providers, as it is also well suited for creating the necessary changes to improve economic development and climate change resilience of Saint Lucia. The board should engage the National Utilities Regulatory Commission by providing information on lessons learnt and the approaches taken in adopting various standards and KPIs.

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8 APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER	
Date	**Project Name**
2/24/2020	Corporate social responsibility action plan for Wasco Inc. Saint Lucia
Knowledge areas / processes	**Applicacion Area (Sector / Activity)**
Knowledge areas: Integration, scope, cost, human resources, communication, stakeholders. **Process groups:** Initiating, planning	Corporate social responsability Public sector – water
Start date	**Finish date**
24/2/2020	6/23/2020
Project Objectives	
General objective: To develop a corporate social responsibility action plan to develop a corporate social responsibility action plan to align the WASCO's operations and projects to Corporate Social Responsibility (CSR) components, derived from global standards and United Nations Sustainable Development Goals (UN SDG's), benefiting the organization itself, the environment, and the society. **Specific objectives:** 1. To assess the organizational structure, policies, and procedures used in support of WASCO's operations and projects to identify strengths, weaknesses, opportunities, and threats in attainment of CSR goals and objectives derived from United Nations Sustainable Development Goals (UN SDG's) and the global standards for sustainability reporting. 2. To determine possible actions and projects to address the company activities towards CSR objectives derived from United Nations Sustainable Development Goals and the global standards for sustainability reporting. 3. To elaborate the proposal of a corporate social responsibility action plan to establish long-term economic, environmental, and social strategies in WASCO's operations and projects.	
Project purpose or justification	
To date, strategies related to CSR have not been defined at WASCO. Given its peculiar position in managing the distribution of a resource, it is essential for social and economic activities, to align its policies, actions, and projects to that of a socially responsible organization. Therefore, by adopting a project management mindset and staying committed to the company's responsibilities, a corporate social responsibility action plan will incorporate resources, actions and budget requirements , among other elements, to guide and govern the organization's operation and business activities. The goal is to ensure that the plan adheres to CSR components which effectively reflects WASCO as a company that is socially responsible in the use of water and dispensing its additional services. This plan will help WASCO to command actions and activities to manage appropriately environmental and social issues inside the company and in the projects implemented to beneficiate the communities where they take place. It is also the intention of this action plan to identify strengths, weaknesses, opportunities, and threats related project management and recommend the appropriate actions to guarantee outcomes which further emphasize the organization's social responsibilities.	
Description of Product or Service to be generated by the Project – Project final deliverables	
Corporate social responsibility action plan	

Assumptions
- Written policies, standard operating procedures and manuals exist; - These documents are available and accessible for review;. - Strengths, weaknesses, opportunities, and threats could clearly be identified; - The relevant personnel are available to provide additional information for clarification; - Data collection methods are suitable and reliable. - Requested documents are available; - Management and other staff members are familiar with the concept of sustainable development;

- The structure is not unique and could be identified in business and project management literature;
- The organization is willing to provide ideas for strategies;
- Actions are identified and each is unique;
- The actions address specific problems;
- The actions include goals and objectives that are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART);
- All stakeholders are identified;
- The organization is familiar with project management tools and principles;
- Funding is readily avaialble;
- Actions within the action plan are guided by CSR component and principles.

Constraints

- Time to review.
- The availability of data and documents from WASCO;
- The availability of personnel from WASCO;
- Time to review data;
- The structure could only be compared to similar project management organization structures;
- A select number of problems will be identified for resolution;
- Some actions will need government approval and changes to policy;
- External funding is complex;
- Government priorities may differ to that of the organization;
- Target for SDGs expires in 2030;
- The actions are focused on addressing the organization's internal structure.

Preliminary risks

- If there is insuffient documents or data to review, it would limit the depth of the analysis;
- If adequate documents are not made available, it would limit the areas in which strengths and weaknesses could be identified;
- If there is no buy-in from the staff, then the plan cannot be implemented;
- If the objectives of the action plan are not inline with government, then the funding will not be available;

Budget

$0.00 - the software tools and document templates are made accessible for free to the researcher by the university.

Milestones and dates

Milestone	Start date	End date
Submission of FGP Charter	24th February 2020	1st March 2020
Submission of FGP WBS	24th February 2020	1st March 2020
Submission of Chapter I Introduction	2nd March 2020	8th March 2020
Submission of FGP Schedule	2nd March 2020	8th March 2020
Submission of Chapter II Theoretical Framework	9th March 2020	15th March 2020
Submission of Chapter III Methodological Framework	16th March 2020	22nd March 2020
Submission of Executive Summary	23rd March 2020	29th March 2020
Submission of Bibliography, Tables Index, Figures Index, Abbreviations	23rd March 2020	29th March 2020
Acquisition of Signed FGP Charter	23rd March 2020	29th March 2020
Objetive 1 Assestment Report	27th July 2020	7th August 2020
Tutor Review	8th August 2020	9th August 2020
Objetive 2 Identification of Priority Areas	10th August	12th August 2020
Tutor Review	13th August 2020	15th August 2020
Objetive 3 CSR Action Plan	16th August 2020	19th August 2020
Tutor Review	20th August 2020	23rd August 2020
Conclusion and Recommendations	24th August 2020	25th August 2020
Tutor Review	26th August 2020	29th August 2020
Submission of Final Project	30th August 2020	30th August 2020

Presentation to the Board of Final Graduation Project	1st September 2020	30th September 2020	

Relevant historical Information

The Water and Sewerage Company, Incorporated (WASCO) is a statutory body responsible for the management of the distribution of potable water and sewerage where?. As a statutory body, it operates as a portfolio of the Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Co-operatives.

WASCO, originally referred to as the Saint Lucia Central Water Authority (CWA), was formally created via the provisions of the Water Authority Act. No. 24 of 1964. The CWA would then become a statutory body in 1984, and in 1999, which saw some restructuring and the entity becoming incorporated, and its name adjusted accordingly to become The Water and Sewerage Company, Incorporated (WASCO).

WASCO is responsible for maintaining and protecting the sources of potable water which includes the John Compton Dam, and various rivers and streams; managing the water treatment plants; managing and maintaining water storage tanks; and establishing and maintaining the distribution pipes for the potable water and sewerage. It's customer base includes all households, and businesses in Saint Lucia. To enable it to maintain its operations and execute new projects, its financial sources include annual government disbursements and the revenue from services of the supply of potable water and management of sewerage. The management of its operations are controlled from one main office in the city -Castries, and sub offices in Soufriere and Vieux Fort.

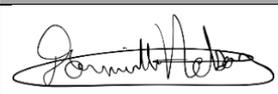
Stakeholders

Direct stakeholders:

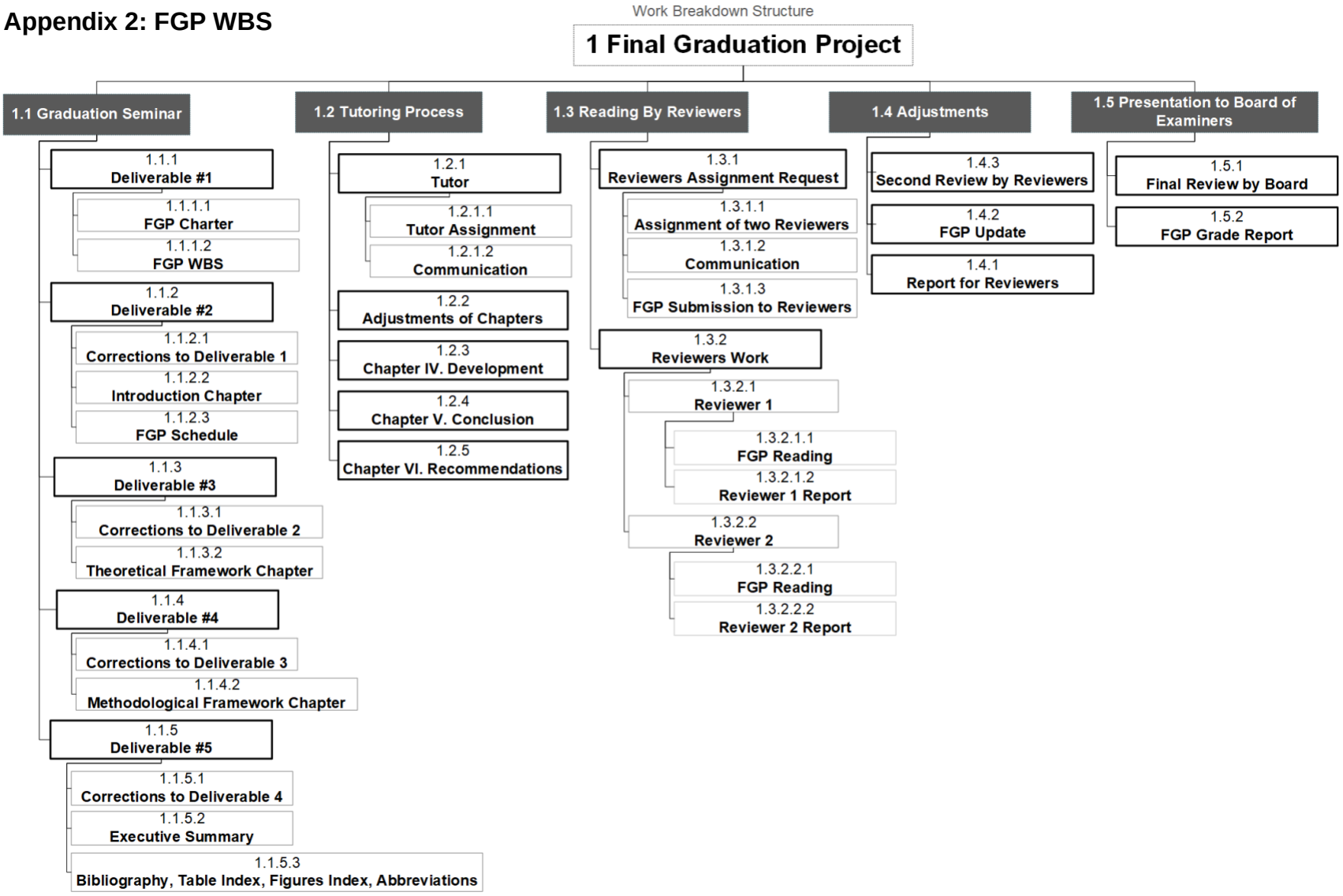
- Project Manager, Board and Management of WASCO.

Indirect stakeholders:

- Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Co-operatives, Government of Saint Lucia, customers, partnering agencies, and governmental and non-governmental organizations, National Utilities Commission, private sector contractors.

Project Manager:	**Signature:**
Darnville Nelson	
Authorized by:	**Signature:**

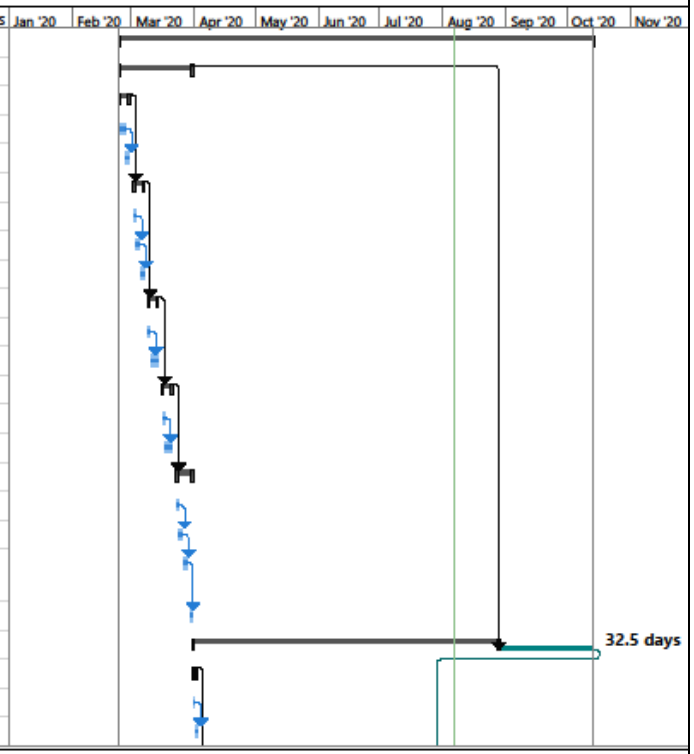
Appendix 2: FGP WBS



Appendix 3: FGP Schedule

FGP Schedule

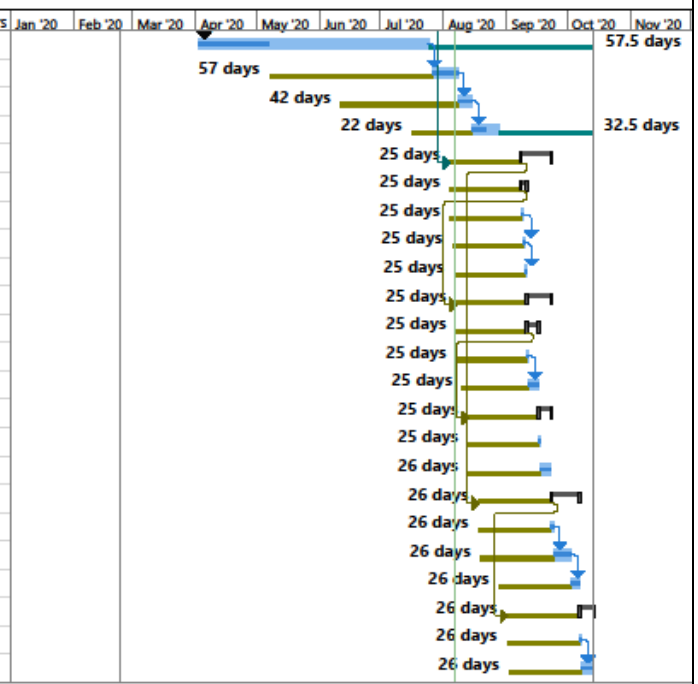
ID	WBS	Name	Duration	Start	Finish	Successors
1	**1**	**Final Graduation Project**	**167 days**	**24/02/2020**	**13/10/2020**	
2	**1.1**	**Graduation Seminar**	**26 days**	**24/02/2020**	**30/03/2020**	**21**
3	**1.1.1**	**Deliverable #1**	**5 days**	**24/02/2020**	**28/02/2020**	**6**
4	1.1.1.1	FGP Charter	3 days	24/02/2020	26/02/2020	5
5	1.1.1.2	FGP WBS	2 days	27/02/2020	28/02/2020	
6	**1.1.2**	**Deliverable # 2**	**5 days**	**02/03/2020**	**06/03/2020**	**10**
7	1.1.2.1	Corrections to Deliverable 1	1 day	02/03/2020	02/03/2020	8
8	1.1.2.2	Introduction Chapter	2 days	03/03/2020	04/03/2020	9
9	1.1.2.3	FGP Schedule	2 days	05/03/2020	06/03/2020	
10	**1.1.3**	**Deliverable # 3**	**5 days**	**09/03/2020**	**13/03/2020**	**13**
11	1.1.3.1	Corrections to Deliverable 2	1 day	09/03/2020	09/03/2020	12
12	1.1.3.2	Theoretical Framework Chapter	4 days	10/03/2020	13/03/2020	
13	**1.1.4**	**Deliverable # 4**	**5 days**	**16/03/2020**	**20/03/2020**	**16**
14	1.1.4.1	Corrections to Deliverable 3	1 day	16/03/2020	16/03/2020	15
15	1.1.4.2	Methodological Framework Chapter	4 days	17/03/2020	20/03/2020	
16	**1.1.5**	**Deliverable # 5**	**6 days**	**23/03/2020**	**30/03/2020**	
17	1.1.5.1	Corrections to Deliverable 4	1 day	23/03/2020	23/03/2020	18
18	1.1.5.2	Executive Summary	2 days	24/03/2020	25/03/2020	19
19	1.1.5.3	Bibliography, Table Index, Figures Index, Abbreviations	2 days	26/03/2020	27/03/2020	20
20	1.1.5.4	Signed FGP Charter	1 day	30/03/2020	30/03/2020	
21	**1.2**	**Tutoring Process**	**108.5 days**	**31/03/2020**	**28/08/2020**	**29**
22	**1.2.1**	**Tutor**	**2 days**	**31/03/2020**	**01/04/2020**	**25**
23	1.2.1.1	Tutor Assignment	1 day	31/03/2020	31/03/2020	24
24	1.2.1.2	Communication	1 day	01/04/2020	01/04/2020	



Critical
Critical Split
Task
Split
Milestone
Slack
Slippage
Summary
Project Summary
Rolled Up Critical
Rolled Up Critical Split
Inactive Task
Inactive Milestone
Inactive Summary
Manual Task
Duration-only
Manual Summary Rollup
Manual Summary
Start-only
Finish-only
External Tasks
External Milestone
Deadline
Progress

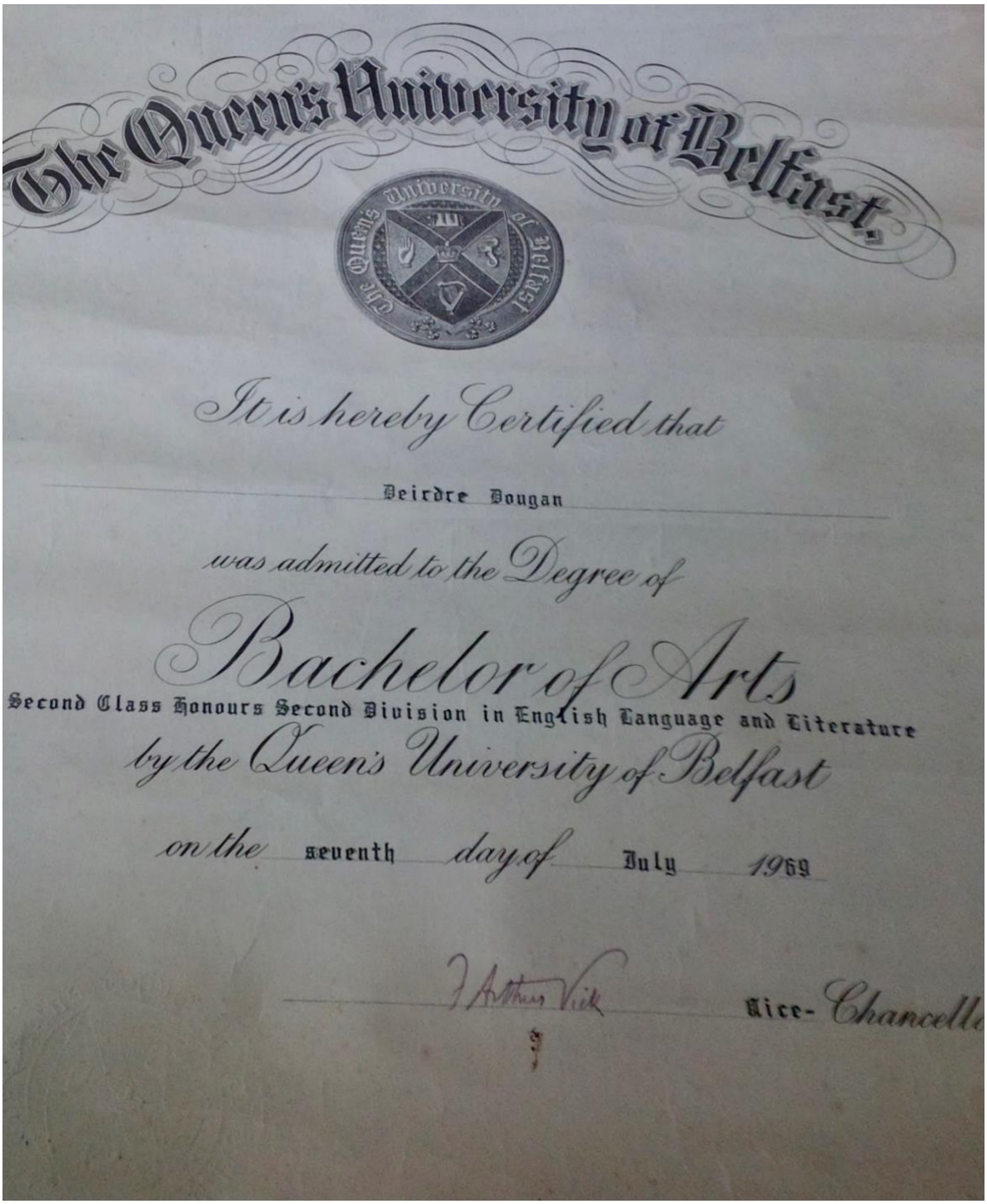
FGP Schedule

ID	WBS	Name	Duration	Start	Finish	Successors
25	1.2.2	Adjustments of Chapters	81.5 days	02/04/2020	24/07/2020	26
26	1.2.3	Chapter IV. Development	9.5 days	27/07/2020	07/08/2020	27
27	1.2.4	Chapter V. Conclusion	4.5 days	08/08/2020	14/08/2020	28
28	1.2.5	Chapter VI. Recommendations	9.5 days	15/08/2020	28/08/2020	
29	**1.3**	**Reading By Reviewers**	**11 days**	**08/09/2020**	**22/09/2020**	**41**
30	**1.3.1**	**Reviewers Assignment Request**	**3 days**	**08/09/2020**	**10/09/2020**	**34**
31	1.3.1.1	Assignment of two Reviewers	1 day	08/09/2020	09/09/2020	32
32	1.3.1.2	Communication	1 day	09/09/2020	09/09/2020	33
33	1.3.1.3	FGP Submission to Reviewers	1 day	10/09/2020	10/09/2020	
34	**1.3.2**	**Reviewers Work**	**8 days**	**11/09/2020**	**22/09/2020**	
35	**1.3.2.1**	**Reviewer 1**	**4 days**	**11/09/2020**	**16/09/2020**	**38**
36	1.3.2.1.1	FGP Reading	1 day	11/09/2020	11/09/2020	37
37	1.3.2.1.2	Reviewer 1 Report	3 days	12/09/2020	16/09/2020	
38	**1.3.2.2**	**Reviewer 2**	**4 days**	**17/09/2020**	**22/09/2020**	
39	1.3.2.2.1	FGP Reading	1 day	17/09/2020	17/09/2020	
40	1.3.2.2.2	Reviewer 2 Report	3 days	18/09/2020	22/09/2020	
41	**1.4**	**Adjustments**	**10 days**	**23/09/2020**	**06/10/2020**	**45**
42	1.4.1	Report for Reviewers	1 day	23/09/2020	23/09/2020	43
43	1.4.2	FGP Update	7 days	24/09/2020	02/10/2020	44
44	1.4.3	Second Review by Reviewers	2 days	03/10/2020	06/10/2020	
45	**1.5**	**Presentation to Board of Examiners**	**5 days**	**07/10/2020**	**13/10/2020**	
46	1.5.1	Final Review by Board	1 day	07/10/2020	07/10/2020	47
47	1.5.2	FGP Grade Report	4 days	08/10/2020	13/10/2020	



Critical	Project Summary	Manual Summary Rollup
Critical Split	Rolled Up Critical	Manual Summary
Task	Rolled Up Critical Split	Start-only
Split	Inactive Task	Finish-only
Milestone	Inactive Milestone	External Tasks
Slack	Inactive Summary	External Milestone
Slippage	Manual Task	Deadline
Summary	Duration-only	Progress

Appendix 4: Philologist Credentials



The Queen's University of Belfast

It is hereby Certified that

Deirdre Dougan

was admitted to the Degree of

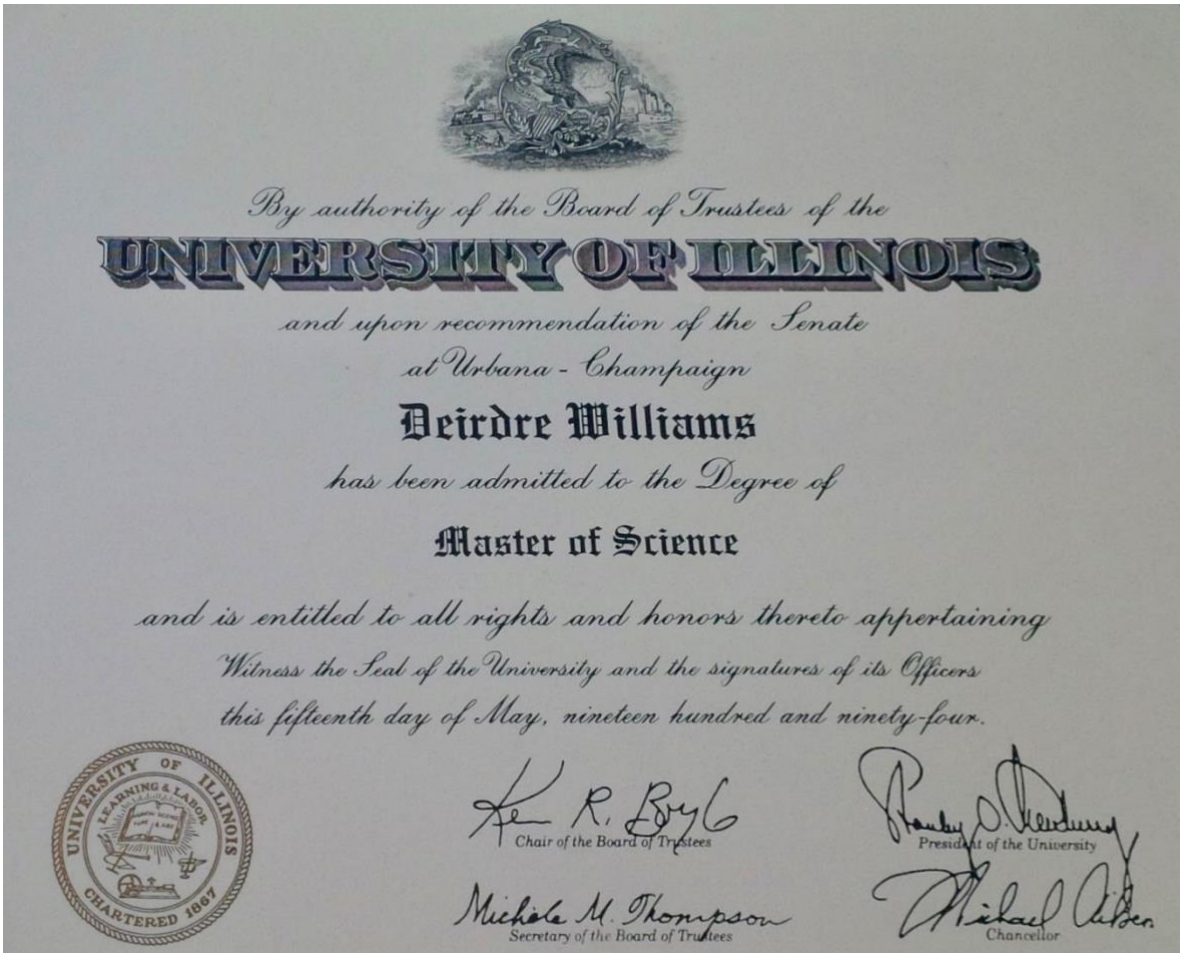
Bachelor of Arts

Second Class Honours Second Division in English Language and Literature

by the Queen's University of Belfast

on the seventh day of July 1969

J Arthur Vick Vice-Chancellor



By authority of the Board of Trustees of the

UNIVERSITY OF ILLINOIS

and upon recommendation of the Senate

at Urbana - Champaign

Deirdre Williams

has been admitted to the Degree of

Master of Science

and is entitled to all rights and honors thereto appertaining

Witness the Seal of the University and the signatures of its Officers

this fifteenth day of May, nineteen hundred and ninety-four.

UNIVERSITY OF ILLINOIS LEARNING & LABOR CHARTERED 1867

Chair of the Board of Trustees

President of the University

Michele M. Thompson
Secretary of the Board of Trustees

Chancellor

Appendix 5: Revision Dictum

Deirdre Williams
PO Box 490, GPO Bridge Street, Castries, Saint Lucia, WEST INDIES
Tel (H) 1-758-452-6117; (M) 1-758-716-1728
Email: williams.deirdre@gmail.com

21st September, 2020

To whom it may concern

I am now retired having spent more than thirty years as a teacher of English language and literature and as a librarian. In the last ten years I have worked as an editor with DiploFoundation as well as writing articles myself.

I have made a thorough review of Mr. Darnville Nelson's dissertation "CORPORATE SOCIAL RESPONSIBILITY ACTION PLAN FOR WASCO INC. SAINT LUCIA", and consider that he has achieved an acceptable standard of English language for a project at this level. I am unfamiliar with project management and Mr. Nelson demonstrated sufficient linguistic skill to engage me with his project.

Deirdre Williams
BA (Hons.) QUB; MS (LIS) UIUC.