

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

FINAL GRADUATION PROJECT
PROPOSAL OF A CORPORATE SOCIAL RESPONSIBILITY STRATEGY FOR
PRISMA INGENIEROS S.A. DE C.V.

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DEDICATION

To my parents and brothers, for their invaluable support in every step I undertake.

To my friends, who never let me down, no matter where I am or what I do.

To my colleagues, Olga Gutierrez Nikolaeva, Ronald Valverde and Cesar Pineda,
with whom I worked during this master.

To all other people, that collaborated in the realization of this project.

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ABBREVIATIONS AND ACRONYMS

- ANDA: National Administration of Aqueducts and Sewers
- CASALCO: Salvadoran Chamber for Construction
- CSR: Corporate Social Responsibility
- DIGESTYC: General Direction for Statistics and Census
- FGP: Final Graduation Project
- FOVIAL: Road Conservation Fund
- GDP: Gross Domestic Product
- GRI: Global Reporting Initiative Indicators
- MARN: Ministry of Environment and Natural Resources
- MOP: Ministry of Public Works
- MPM: Master in Project Management
- OPAMSS: Planning Office of the metropolitan area of San Salvador
- *PMBOK® Guide: Project Management Body of Knowledge Guide*
- PMI: Project Management Institute

EXECUTIVE SUMMARY (ABSTRACT)

The company “Prisma Ingenieros S.A. de C.V”. operates in El Salvador since 1997 and is dedicated to the construction sector. The Company is a family business and has carried out 100 projects approximately for the government of El Salvador, its main client, having generated thousands of direct and indirect sources of work at a national level.

Many of the processes and procedures inside the Company are not specified in guidelines or handbooks and its operations comply with the requirements of the clients and of the current project being implemented. The Company is looking to expand its operations to the private sector projects and has developed some instruments and guidelines to improve its internal processes and methodologies, in several areas of their work.

Their projects, by nature, have direct consequences on the environment and the community of the area where they are implemented. The Company is aware of these consequences and has established some methods to handle them and seeks for a continuous improvement of all its processes and procedures. One of its commitments is to integrate the local population of the different communities where their projects are implemented, in order to contribute to boosting the local economy.

Given the sector in which the Company works, and the impact of construction projects in the social and environmental area, the Company identified the necessity of developing a Corporate Social Responsibility strategy to face the challenges derived from its operations with a structured approach. This strategy was also seen as an instrument to generate competitive advantage against other companies in the same market.

The Final Graduation Project objective was to create a proposal of Corporate Social Responsibility (CSR) strategy for “Prisma Ingenieros S.A. de C.V.” in order to improve the process of managing environmental, economic and social issues derived from their work. The specific objectives of this project were: to analyze the topics of CSR in order to identify the elements aligned with the construction sector and with the Company; to conduct a CSR internal assessment based on the organizational structure, resources and projects being implemented by the Company through questionnaires and interviews to managers, employees, clients and other relevant stakeholders in order to establish a starting point for the elaboration of the strategy; and to elaborate a proposal of CSR strategy that includes specific actions and responsibilities for its implementation taking into account the conditions of the Company and interest of all relevant stakeholders.

The present project provided the Company's diagnosis of CSR taking into consideration most of the elements of its daily operations that led to the elaboration of its CSR strategy. It includes actions and its corresponding responsibility and

communication lines and considers the most relevant interaction relations established by the Company up to date.

The elaboration of the CSR Strategy required to obtain information about the Company, its operations, and its projects through interviews and meetings with managers and other employees, in which actions that were implemented, and areas of opportunity were identified. Their experience with projects and clients was the main source and asset for the analysis of the Company and the strategy.

The main source of information for this project was the people. A bibliographic research was conducted for the CSR topics and its components, the construction sector and the CSR actions already implemented in the sector. For the elaboration of the Strategy, interviews with managers and other employees were important. A brainstorming session was conducted with employees of all levels of the Company who worked directly in the design and execution of projects. This was a very relevant source of information, from which many elements were retrieved to build the Strategy.

The CSR Strategy might be promoted by the Company as an added value to their services and an outreach campaign should also be elaborated to promote it among key stakeholders. It should be mentioned the biddings proposals, reports and all documents produced by the Company. The implementation of the Strategy might involve as many employees as possible, since employees are the best source for feedback.

1. INTRODUCTION

Background

The company "Prisma Ingenieros S.A. de C.V". was founded 20 years ago in the city of San Salvador, El Salvador, and is dedicated to the construction sector. Its work has focused on the realization of construction projects, but it has also carried out road, hydraulic, remodeling, topography and supervision and project design services.

The Company's work team is made up of multidisciplinary professionals from the engineering and architecture areas. There is also a panel of consultants specialized in structural, hydraulic engineering and electrical engineering, as well as legal advice and external audit.

Prisma Ingenieros has generated thousands of direct and indirect sources of work at a national level and one of its commitments is to integrate the local population of the different communities where their projects are implemented, in order to boost the local economy and contribute to the development of the country.

Along its existence, the Company has complied with the environmental national and municipal standards in the projects implemented. Projects are carried out taking care of not trespassing the environmental and social precepts and the Company is always looking to improve its processes and procedures according to the project requirements.

The Company currently implements some initiatives and actions linked to Corporate Social Responsibility (CSR), however, these are isolated and do not respond sufficiently to the actual necessities. Managers recognize that the Company needs to implement concrete actions in specific areas, like reducing energy expenditure and environmental issues.

Statement of the problem

The Company is a family business. Many of the processes and procedures are not specified in guidelines or handbooks, and its operations comply with the requirements of the clients and of the project itself. Daily decisions about how to manage social, economic and environmental issues are taken along the way and according to previous experiences or future intuitions.

The main clients of the Company are governmental institutions and organizations (central government and municipalities). Most of the projects are obtained through public tenders and are mainly financed with funds from international cooperation partners. Projects of this type also demands the Company to modernize and standardize its procedures and processes, as well as to develop and implement actions that do not contravene the values promoted by the international cooperation sponsors.

The Company is also looking forward to expand its operations in association with other companies and to develop its own projects of middle class housing and commercial premises of average use. In a high competitive and vulnerable market, the development and use of tools and strategies that provide added value to the Company vis-à-vis its competitors becomes a major necessity.

In the recent years, the Company has developed some instruments to improve its internal processes and methodologies, in areas like project designing and planning, communications, human resources, accounting, procurement and brand positioning. Actions related to CSR have not been defined, so the impact of the projects implemented in the country do not generate as many positive results as it could to beneficiate the communities where they take place and to not harm the environment.

In this context, the directive board recognizes the importance of defining an approach and strategy of CSR that will help to sort and command actions and activities to manage appropriately environmental and social issues inside the Company and in the projects implemented. These will improve its competitive position in Salvadoran construction market and among public and private clients.

Purpose

Construction projects, by nature, have direct consequences on the environment and the community of the area where they are implemented. Given the sector in which the Company Prisma Ingenieros works, it is necessary to have a CSR strategy that faces social and environmental challenges derived from its operations with a structured approach. It will benefit the Company and will generate a competitive advantage against its competitors, since CSR strategies are not usual to find among Salvadoran companies in this sector.

Managers of the Company implemented and authorized isolated actions regarding CSR in the past. A CSR strategy will provide a congruent tool to develop sustainable actions that have a major impact in the communities and employees of the Company and in their quality of life in the short, medium and long term.

The present project will provide the Company's diagnosis of CSR taking into consideration most of the elements of its daily operations that will lead to the elaboration of its CSR strategy. It will include actions and its corresponding responsibility and communication lines, duration and cost, and it will considerate the most relevant interaction relations established by the Company up to date.

The project will provide the Company with all the necessary deliverables that will guide and measure progress, being these a tool to make decisions that allow them to improve the operations during its implementation and to integrate a CSR approach to their strategic plan.

General objective

- To create a proposal of Corporate Social Responsibility (CSR) strategy for the company “Prisma Ingenieros S.A. de C.V.” in order to improve the process of managing environmental and social issues derived from their work.

Specific objectives

1. To analyze the topics of CSR in order to identify the elements aligned with the construction sector and with the Company.
2. To conduct a CSR internal assesment based on the organizational structure, resources and projects being implemented by the Company through interviews to managers, employees, clients and other relevant stakeholders, in order to establish a starting point for the elaboration of the strategy.
3. To elaborate the proposal of CSR strategy that includes specific actions, responsibilities, monitoring and evaluation for its implementation taking into account the conditions of the Company and the interest of all relevant stakeholders.

2. THEORETICAL FRAMEWORK

2.1. Company framework

All the information presented about the Company has been provided by the Company or taken from its website.

2.1.1. Company background

Prisma Ingenieros is a construction company established in San Salvador, El Salvador since 1997, focusing in the design and development of infrastructure projects. The Company was born as an option to the needs of infrastructure and construction in the country, with the clear aim of working to carry out the projects within the term, costs and established quality, with customer satisfaction as the main objective. It is characterized by being a competitive company and identified with the construction and technological processes of the moment.

The Board of Directors is made up of civil engineering and architecture professionals. The work team is made up of different multidisciplinary professionals in the areas of Engineering and architecture, and the Company also has a panel of consultants specialized in structures, hydraulic and electrical engineering, legal advice and external audit, qualified for the different specialties that the projects require.

Prisma Ingenieros has generated thousands of direct and indirect sources of work throughout the country, and the Company has as a social commitment to integrate the local population of the different communities where they are developing their projects, in order to boost the dynamism of local economy and contribute to the development of the country by transforming rustic lands into schools, clinics, markets, parks, and roads, among others.

The following chart presents the general information about the Company.

Chart 1: Information about the Company (Source: Own elaboration)

GENERAL INFORMATION	
Name	Prisma Ingenieros S.A. de C.V.
Address	Colonia Miramonte, Avenida Sierra Nevada #830, San Salvador
Telephone	(503) 2260-1203
Email	info@prismaingenieros.com.sv
Activity	Architectural and Construction Services
Date of establishment	July 31st, 1997
Web site	www.prismaingenieros.com.sv

The Company bases its projects on the public bidding market and has developed about 100 civil engineering projects and about 30 topography projects for different governmental institutions.

In 2010, the Company opened the Department of Design and Planning, an area still under development, oriented to the market of private enterprise and the development of its own projects, especially in middle class housing and commercial premises of average use.

2.1.2. Mission and vision statements

Prisma Ingenieros is a Company committed to the client and its projects, as well as to its employees and the environment where the works are developed.

The institutional philosophy of the Company in which its operations are supported is expressed in the following aspects:

VISION

To be a leading company in the Construction Industry at national and regional level, through the integral development of projects, at competitive prices and with high quality.

MISSION

To develop integral projects, with efficient constructive processes, delivered on-time, at competitive costs and with high quality of work; in order to satisfy the needs of our clients.

BUSINESS VALUES

- Quality
- Honesty
- Responsibility
- Customer care
- Expedite attention and services

Mission, vision and business values do not include any relation to Corporate Social Responsibility and do not contain any element related to the way the Company deals with social and environmental issues.

2.1.3. Organizational structure

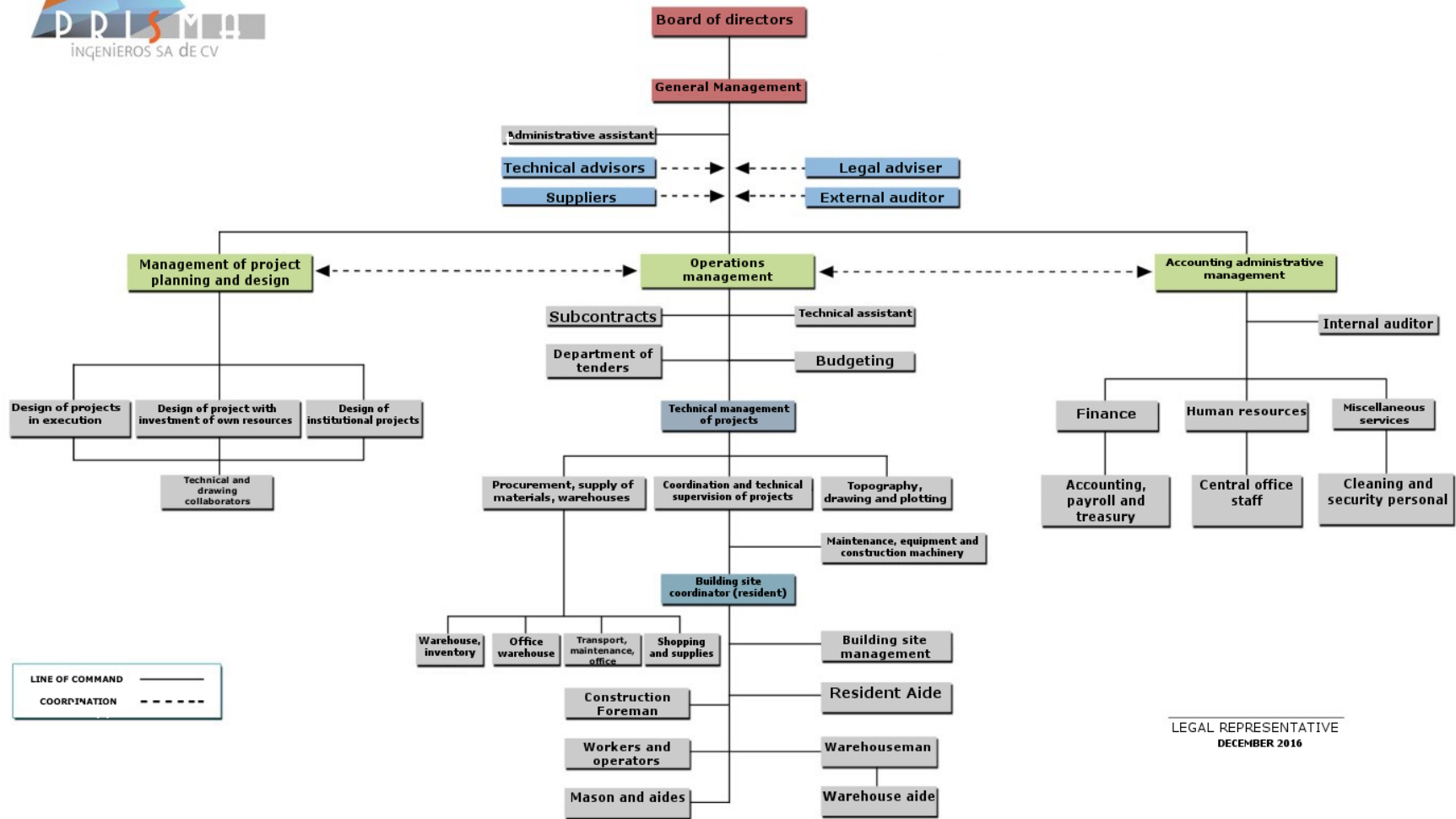
Prisma Ingenieros has adapted its organizational structure in a way that responds to the different objectives and challenges of the business and the needs and demands of the industry. The structure is revised and updated almost every 5 years and incorporates changes in the main processes lines of the Company.

The economic crisis of 2008 encouraged the Company to reorient its strategic objectives and strengthen its organizational structure, which led to a reorganization to unify its operations, to meet the demands of the market and to become more competitive. The actual structures of the Company are as follows:



General organization chart

PRISMA INGENIEROS S.A. DE C.V.



LEGAL REPRESENTATIVE
DECEMBER 2016

Figure 1: Organizational structure (Source: Own elaboration)

The Company has a classical functional organizational structure and the hierarchies of leaders according to a pyramid. Main departments are:

- Management of Project Planning and Design: Responsible for planning the objectives of the Company, which defines the annual lines of work. It is also responsible for the design of main projects, Company's portfolio and has now been delegated the re-launch of the brand for the Company's twentieth anniversary (2017), which aims to relaunch the graphic line, website and portfolio.
- Operations Management: Department responsible for the whole operation of the Company in relation to the execution of projects. Its main activities are: project management, supply of materials and equipment, surveying, bidding, transportation, etc. This department constitutes approximately 80% of the Company, which makes it the most robust and the one which generates more work activity.
- Accounting Administrative Management: Department responsible for administrative policies, human resources and everything related to accounting and finance.

The Company has a job manual dated from 2006 that covers the main activities of the organization chart, such as the managements and the supply area. Although it is a detailed document, it is incomplete and no longer applicable to the current composition of the Company, which has more activities, but it is useful as a basis for creating a future one.

35 people work at the Company's headquarter in San Salvador. The Company handles additional field employees in accordance to each project in progress and the number of workers is in constant variation, since it depends on the requirements of each constructive activity to be carried out and the complexity of the projects in general. It is estimated that about 450 people make up the

maximum number of project personnel that the Company has handled simultaneously in its trajectory and 250 is the average number in recruitment. At present, the staff working on projects rounds 400 people in six projects at national level.

2.1.4. Products offered

Among the services in the area of construction and architecture, the following items stand out: construction, supervision, remodeling, hydraulic works, road projects, topography and project design.

Prisma Ingenieros works 90% with the public sector and 10% with the private sector. Currently, among their main customers are:

Public sector:

- Ministry of Public Works, Transportation, Housing and Urban Development
- Road Conservation Fund
- Ministry of Education
- Ministry of Health
- University of El Salvador
- Social Investment Fund for Local Development
- Salvadoran Institute of Tourism
- City Hall of San Salvador
- Millennium Fund

Private sector (Private customers):

- University Francisco Gavidia
- Central American University “José Simeón Cañas”
- San Salvador Metropolitan Cathedral

Figure 2 illustrates the service areas of the Company.



Figure 2: Company services (Source: Web site of the Company)

2.2. Project Management concepts

2.2.1. Project

Planning and development of this Final Graduation Project (FGP) is based in the theory and concepts from the Guide to the Project Management Body of Knowledge, (Commonly called PMBOK® Guide) elaborated by the Project Management Institute (PMI) in 2017, which describes the standard processes, practices, techniques and tools that provide the guidelines for project management worldwide.

The PMBOK® Guide (PMI, 2017) defines project as a temporary endeavor undertaken to create a unique product, service, or result. Projects have a beginning and an end date, and successive activities and processes are planned and implemented gradually in this timeframe in order to achieve the projects objective.

2.2.2. Project management

The Project Management Institute (PMI) is a worldwide non-profit organization that associates professionals related to Project Management and through the PMBOK® Guide proposes a guide for project managers. It defines that project management is “the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements” (PMI, 2017, p. 5)

This guide also establishes that project management has to be aligned with the organizational strategy. It develops and implements plans, activities, and specific tasks to achieve a specific result defined in consonance with the organization strategy.

The PMI has determined a series of processes that, implemented incrementally, lead the project manager to achieve in an orderly and controlled way the objective of the project.

2.2.3. Project life cycle

Project life cycle is defined as the “series of phases that a project passes through from its initiation to its closure” (PMI, 2017, p. 38). These phases can vary from project to project or between organizations, but they are determined according to the needs and nature of the project and generally are planned, scheduled, and budgeted before the project starts.

The life cycle provides the basic framework for managing a project, and according to PMI it can be structured generically in the following way:

1. Starting the project: Scope for the project is analyzed and sponsors are identified, and project is approved. For this FGP, the project charter presents an overview of the project and it is approved by the University for International Cooperation.

2. Organizing and preparing: Processes, milestones, activities and human resource is planned and organized, following the specific requirements of the project and the organization. For this project, the organization and preparation of the project is done through a graduation seminar in which a tutor approves the planning for the development of the proposal of CSR strategy for the company Prisma Ingenieros.

3. Carrying out the project work: Developing all the planned activities and tasks in order to achieve the milestones and the general objective of the project. This phase will be carried out by the student accompanied by a tutor.

4. Closing the project: Formal project termination. The FGP will close after its approval by a board of examiners and other administrative processes carried out inside the University for International Cooperation.

2.2.4. Project management processes

According to PMI, “a process is a set of interrelated actions and activities performed to create a pre-specified product, service, or result” (PMI, 2017, p. 47). The PMBOK® Guide defines inputs and tools and techniques that can be applied in each process, as long as some of the resulting outputs of its application that will be useful for the project management. These are grouped into five categories:

1. Initiating Process Group: carried out in order to origin a new project or phase of a project by receiving approval to start it.

2. Planning Process Group: processes in which scope and goals are clarified and required actions and activities are defined to achieve objectives of the project or phase.

3. Executing Process Group: those processes in which specific actions and activities of the project are implemented and completed.

. Monitoring and Controlling Process Group: processes to review and regulate the execution and accomplishment of actions and activities inside the project or phase and to determine and initiate changes in case they are required.

5. Closing Process Group: processes carried out to formally finish the project or phase.

2.2.5. Project management knowledge areas

PMI identifies 47 project management processes that have been grouped into 10 knowledge areas, each represents a specialized field of concepts, terms and activities for the project.

These areas have room in most projects, but PMI clarifies that each project team should use the concepts, terms, and activities of areas related to their specific project. The following chart presents the processes classified in each knowledge area:

Chart 2: Project management processes and knowledge areas (Source: PMI, 2017, p. 61)

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work	4.4 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Time Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule		6.7 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Perform Quality Assurance	8.3 Control Quality	
9. Project Human Resource Management		9.1 Plan Human Resource Management	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses		11.6 Control Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	12.4 Close Procurements
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	

For this FGP, the process groups that will be developed are initiating and planning. Knowledge areas that will be formulated are integration management, scope management, cost management, human resources management, communication management, and stakeholder management.

2.3. Corporate Social Responsibility

Through decades, many authors and organizations have divulged about Corporate Social Responsibility and there is a lot of academic production about this topic. A construction of a definition has not been finished, but companies worldwide implement actions in this framework. Nowadays there is not homogeneous criteria regarding its specific scope, but along time the concept has evolved aligned with law and other companies' requirements.

Academic production about CSR can be found since second half of 20th century. Historically, the debate has focused in two positions: one, based in the essence of neoliberalism, promotes the separation between business and social issues and denies the necessity of CSR, considering it as a "subversive doctrine" (Clarkson, 1995, p. 103). The second position establishes that companies are immersed into society and, since then, they have obligations with individuals, and not only with the owners of the Company. Maximization of the economic income would not be the only objective of companies, but also to be responsible with the society through practices and voluntary actions oriented to the necessities of individuals and community.

Since 1950, the literature about CSR started to appear as a topic itself. This decade is considered as the origin of the modern era of social responsibility. In 1953, the book "Social Responsibility of Businessman", by Howard R. Bowen appeared, where he proposes that companies are centers of power and decision making, so their actions affect the citizens in many areas.

In the next decade, many concepts and elements related to CSR were introduced. Keith Davis (1960, reference of Carrol, 1999, p. 271), was one of the most influential authors of this phase, and he defined CSR as the decisions and actions taken by the businessman that go beyond economic and technical aspects. By 1967, Clarence Walton referred to the function of the company and businessman in society, recognizing the close relation between the company and society must always be considered by the senior executives of every company.

The decade of 80's was characterized by a less amount of new definitions of CSR, however, the efforts to conduct practical researches on the subject must be highlighted in this period. The vision of CSR evolves to a wider concept: "social corporate performance", defined by Wartick and Cochran in 1985 as the integration of the CSR principles, the processes of social response and the policies developed to face with social issues.

After the theoretical boom, the 90's decade up to this date is a period in which new concepts have been applied. The definitions developed for five decades, along with the emergence of new disciplines, have changed the traditional concept of company. From being an organization clearly devoted to production, companies have become in a shared project: they are considered as another citizen of society, that must fulfill and assume its social responsibilities, which are more than obtaining economic benefits.

Defining CSR has not been easy. Along decades, many academics have given their definitions but, since companies, markets, and society evolve with time, there is no concept, since CSR itself also evolves. It has open rules for its application and it is overlapped by other concepts of business and society relation. Yet the most important cause for the undefined CSR is that it is a dynamic phenomenon based on what society needs and what companies can provide at their discretion, taking also into consideration that it is not part of the core profit-making responsibility or the social responsibilities of government. (Friedman, 1970, p. 1).

Even there is no precise definition, the importance of CSR lies in how it contributes to improve life inside the community or society. Nowadays, there is a big discussion about how to implement a more sustainable form of capitalism and it has become a social demand in many countries. Companies are inside this challenge, and CSR actions are framed also in it.

To address these demands of society, sustainability aspects should be implemented in business strategies and companies' principles. "Profit maximization and company growth are no longer accepted by society to be the exclusive purpose and legitimation of a company. Consumers increasingly demand an ethical as well as socially and environmentally responsible behavior of the enterprises" (Jonker, 1960, reference of Kestschau, 2017, p. 3).

According to Kestschau, (citing others, 2017, p. 4), CSR considers two dimensions: an internal and an external action dimension. The internal dimension includes in substance the dealing with employees, e.g., considering safety at work, occupational health care, but also socially acceptable restructuring and social responsible acting of employees and management. External matters relate to responsibility for the local communities and external stakeholders such as business partners, consumers, suppliers, and customers. This includes, among others, protection of environment, support of human rights, and support of the social community.

Stakeholders today avoid what they see (rightly or wrongly) as socially irresponsibly made products/services from companies that have allegedly not acted in society's best interest. It is inevitable that companies in the private sector will be expected to behave socially responsibly. Already, many enterprises across the world have taken this as part of their business plan, and, one may note, they are doing this because it is also good for business.

The evolution of the concept can be observed. It has expanded, and new terms have been included giving room to new ideas for this topic. This evolution has even changed the traditional concept of company. It was defined as an organization dedicated to production and now, companies are a shared project: they are considered as another individual that must accomplish its functions and assume its social responsibilities, which are beyond obtaining economic benefits.

For this FGP, a definition of CSR has been developed by the author: CSR is a management approach in which organizations incorporate ethical, social and ecological criteria to its practices, operations, decisions, relations and interactions at all levels. The objective of this approach is to lead the organization to ensure that its actions contribute to the construction of a better life for employees, stakeholders, community, and society.

CSR is a commitment that starts inside the organization. It refers to the way in which the organization operates, especially when the main point is to make profits, and it begins with the prevention of bad practices and transparency in all areas of action: human resources management, production process, practices of suppliers, impact of operations to the environment, etc.

2.3.1. Components of Corporate Social Responsibility

According to CEGESTI (2006), CSR is directly related to sustainability and the equilibrium of its three components:

- Protection of the environment: Focuses on finding ways to reduce the environmental impact derived from the company's operations. This component promotes actions related to environmental management, waste reduction, efficiency in the use of materials, and improvement in product design.

- Economic: This component seeks to achieve an equilibrium between the economic relations with different actors of the work environment to increase sustainability of the company through value creation and economic development

boosting. Services, products and capital interchanges are analyzed and include employees, suppliers, investors, clients, banks, and public sector.

- Social: It refers to the social impact of the organization, internally and externally. It focuses on topics related to quality of working life and well-being of employees, contribution to welfare of society in general, business ethics (human rights, transparency, integrity, and justice), and product responsibility (health and safety of clients/beneficiaries and advertising).

For the construction of the strategy, two important instruments for CSR have been taken as reference frames:

1. Guidance on social responsibility ISO 26000. This International Standard offers a relevant global guide for public and private sector organizations of all kinds, based on an international consensus among experts representing the stakeholders, and therefore encourages the application of best practices in social responsibility around the world.

2. Global Reporting Initiative Indicators (GRI). The Initiative is an independent international organization that, in collaboration with the Organization for Economic Cooperation and Development (OECD), works for the concretion, establishment and standardization of sustainability criteria, preparing reports and studies of situation, and publishing conclusions of them that, among other issues, give rise to what is known by GRI indicators. These are adequately standardized for international application and are perfectly compatible with other reference standards in matters related to CSR, such as the ISO 26000 social responsibility standard.

The main mission of the GRI indicators is to allow companies and organizations of any kind and specialization to have standardized indicators for the preparation of reports on the sustainability of their operations, and on the degree of environmental and social responsibility derived from the implementation of regulation and control of their activities in this regard.

3. METHODOLOGICAL FRAMEWORK

The elaboration of the CSR strategy for Prisma Ingenieros requires obtaining information about the Company, its operations and its projects. The interviews and the brainstorming session will contain questions related to focus areas: environmental and social. Through interviews for managers and other employees, actions that are implemented and areas of opportunity will be identified.

Procedures and methodologies that will be used in the elaboration of the CSR strategy will be described in this section, along with the sources from which the information will be collected.

3.1. Information sources

Information has been defined by Khan as the “communication of knowledge about an event of a given condition or the extension and multiplication of knowledge resulting from observation, study experience or education” (Khan, 2001, p. 111).

Information sources are the instruments or origins of information. Nowadays, and thanks to technology, there are many sources of information available in a variety of formats. Basically, information sources are classified in two categories: primary and secondary sources.

3.1.1. Primary sources

Primary sources of information are defined as the ones that provide first-hand accounts of a situation investigated. Primary data are “those, which are collected fresh and for the first time, and thus happen to be original in character” (Khan, 2001, p. 112). These sources present the information in its original form, not condensed, interpreted or evaluated, and usually they are created by the person who directly experienced an event. They allow researchers to get as close as possible to the original ideas or events.

For this project, it is necessary to collect information directly from the managers and employees of the Company. Their experience and their constant contact with the communities where projects are implemented by the Company and with the clients is the main source and asset for the Corporate Social Responsibility strategy.

The primary sources for the present project are:

1. Interviews: considered the best way to collect information about the Company and its operations.
- 2.. Brainstorming session: employees of the Company will provide ideas for the strategy without limits.

3.1.2. Secondary sources

A secondary source is one created later by someone who did not experienced or participated in the events or conditions researched. According to Khan, secondary sources of information quote primary sources of information. Secondary sources describe, analyze, interpret, evaluate, comment on and discuss the evidence provided by primary sources.

The present project also requires gathering information from secondary sources. Main secondary sources for this project are:

1. Examples of CSR strategies from other companies.
2. Websites, articles, papers and handbooks related to the elaboration of a Corporate Social Responsibility strategy.
3. A Guide to the Project Management Body of Knowledge (PMBOK® Guide)
4. Guidance on social responsibility ISO 26000
5. Global Reporting Initiative Indicators (GRI)

Primary and secondary sources to be used in this project are presented in Chart 3.

Chart 3: Primary and secondary information sources per objective
(Source: Own elaboration)

Objectives	Information sources	
	Primary	Secondary
To analyze the topics of CSR in order to identify the elements aligned with the construction sector and with the Company	Documentary review, interviews, and questionnaires	Websites, articles, papers, and handbooks
To conduct a CSR internal assessment based on the organizational structure, resources and projects being implemented by the Company through interviews to managers, employees, clients and other relevant stakeholders, in order to establish a starting point for the elaboration of the strategy.	Interviews, questionnaires, and brainstorming session	Websites, articles, papers, and handbooks
To elaborate the proposal of CSR strategy that includes specific actions, responsibilities, monitoring and evaluation for its implementation, taking into account the conditions of the Company and interest of all relevant stakeholders	Documentary -review, interviews, questionnaires, and brainstorming session	Websites, articles, papers, and handbooks

3.2. Research methods

Research methods are the processes used to collect information and data. In this section, the research methods used for this project are described and they are presented in Chart 4.

3.2.1. Analytical method

Analytical method aims to understand the phenomena by discovering and measuring causal relations among them (Descriptive and analytical research, retrieved 07/23/2017).

This method involves critical thinking skills and the evaluation of facts and information relative to the research being conducted. From analytical research, a person finds out critical details to add new ideas to the material being produced.

3.2.2. Interview method

Interview is an important technique in data collection. It is considered the best way of collecting data because it is initiated for specific purposes and focused on certain planned content areas. (Daniel & Sam, 2015).

In the elaboration of the CSR strategy, interviews will take place, especially with the managers of every department of the Company and with the general manager, in order to know first-hand their opinion and the opportunities they identify related to CSR in the operations of the Company.

3.2.3. Brainstorming session

Brainstorming is a group work tool that facilitates the emergence of new ideas on a specific topic or problem. Brainstorming is a group technique to generate original ideas in a relaxed atmosphere. It is used when there is a need to unleash the creativity of teams and generate an extensive number of ideas.

This tool was created in 1941, by Alex Osborne, when his search for creative ideas resulted in an interactive process of an unstructured group that generated more and better ideas than those that individuals could produce working independently; giving an opportunity to suggest about a certain issue and taking advantage of the creative capacity of the participants.

For the construction of the CSR, a brainstorming session is expected to generate useful ideas from the people in the field, who work directly in the design and implementation of the construction projects, and who can determine what is viable and possible for the Company.

A brainstorming session with employees of the Company is planned to take place in order to retrieve information for the CSR assessment and to explore areas and measures that are viable for the Company, its structure and operations.

Brainstorming is useful in situations where is needed to unleash the creativity of teams, generate an extensive number of ideas and involve opportunities to improve content. These three advantages of the technique may allow the project author to have direct contact with the employees and deepen into their opinions and ideas directly, in a more personal way than through a questionnaire and expand the discussion when necessary.

3.2.4. Descriptive method

The purpose of descriptive research is to describe systematically the facts and characteristics of a given population or area of interest, factually and accurately. Descriptive research is used in the literal sense of describing situations or events (Daniel & Sam, 2015).

3.2.5. Action research

The method aims to develop new skills or new approaches and to solve problems with direct application of actions (Daniel & Sam, 2015, p. 38). The CSR strategy pretends to address and establish new actions towards this topic inside the Company.

Chart 4: Research methods for every objective (Source: Own elaboration)

Objectives	Research methods				
	Analytical method	Interview and questionnaire method	Brainstorming session	Descriptive method	Action research
To analyze the topics of CSR in order to identify the elements aligned with the construction sector and with the Company.	An analysis of the topics of CSR was made to recognize opportunities inside the Company.			Presentation of the concept and components of CSR.	
To conduct a CSR internal assessment based on the organizational structure, resources and projects being implemented by the Company through interviews to managers, employees, clients and other relevant stakeholders, in order to establish a starting point for the elaboration of the Strategy.	Analysis of data collected from interviews.	Assessment was done using interviews and to relevant stakeholders.	Session will be useful to obtain information for the assessment and for the elaboration of the Strategy.		
To elaborate the proposal of CSR strategy that includes specific actions, responsibilities, monitoring and evaluation for its implementation, taking into account the conditions of the Company and interest of all relevant stakeholders.			Viable and possible measures will be retrieved from this session, where participants will speak about what areas and actions should be included in the Strategy.		The CSR strategy will be useful to establish a new approach for CSR inside the Company.

3.3. Tools

The PMBOK® Guide defines tools as “Something tangible, such as a template or software program, used in performing an activity to produce a product or result.” (PMI, 2017, p. 565).

The present project will use the following tools that are also presented in chart 5:

- Interview guide
- Questionnaires
- Meetings
- Microsoft Office
- Microsoft Project

3.4. Assumptions and constraints

Assumptions are defined in the PMBOK® Guide as a factor in the planning process that is considered to be true, real, or certain, without proof or demonstration; and also describes the potential impact of those factors if they prove to be false. (PMI, 2017, p. 124).

Constraints are a limiting factor that affects the execution of a project or process. Constraints list and describe the specific internal or external restrictions or limitations that affect the execution of the project. (PMI, 2017, p. 124).

For this FGP, the following assumptions have been identified:

1. The Company will allow to do the CSR strategy.
2. The Company will provide all the information that is required for elaborating the CSR management plan.
3. Resources will be available for the project manager.
4. Stakeholders will support the project voluntarily.

Also, constraints have been considered:

1. Time zone differences. (Project manager lives in Europe)
2. Time scheduled for the development of the plan in accordance with the schedule of UCI.
3. Confidentiality.
4. A specific budget has not been established for the project by the Company.
5. Stakeholders are not interested in CSR.
6. Organizational culture of the Company is not mature enough to implement the CSR strategy.

Assumptions and constraints have been considered for each specific objective, these are presented in the following chart:

Chart 5: Assumptions and constraints (Source: Own elaboration)

Objectives	Assumptions	Constraints
To analyze the topics of CSR in order to identify the elements aligned with the construction sector and with the Company.	<ul style="list-style-type: none"> - CSR topics and information is available for the project manager. - Resources will be available for the project manager. 	<ul style="list-style-type: none"> - Time scheduled for the development of the plan in accordance with the schedule of UCI.
To conduct a CSR internal assessment based on the organizational structure, resources and projects being implemented by the Company through interviews to managers, employees, clients and other relevant stakeholders	<ul style="list-style-type: none"> - The Company will allow to do the CSR strategy. - Stakeholders will support the project voluntarily - The Company will provide all the information that is required for elaborating the CSR management plan. - Resources will be available for the project manager. 	<ul style="list-style-type: none"> - Time zone differences. - Stakeholders are not interested in CSR. - Time scheduled for the development of the plan in accordance with the schedule of UCI. - Confidentiality.
To elaborate the proposal of CSR strategy that includes specific actions, responsibilities, monitoring and evaluation for its implementation, taking into account the conditions of the Company and interest of all relevant stakeholders	<ul style="list-style-type: none"> - The Company will provide all the information that is required for elaborating the CSR management plan. - Resources will be available for the project manager. - Stakeholders will support the project voluntarily 	<ul style="list-style-type: none"> - The organizational culture of the Company is not mature enough to implement the CSR strategy. - Funds for implementing the CSR strategy are not available. - Time scheduled for the development of the plan in accordance with the schedule of UCI.

3.5. Deliverables

A deliverable is 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. 537).

Deliverables for this project are the following:

1. Analysis for CSR in the Salvadoran construction sector and for measures already implemented by the Company.
2. Internal assessment report of CSR for Prisma Ingenieros S.A. de C.V. and results from interview and brainstorming sessions to relevant stakeholders.
3. Proposal of CSR strategy for Prisma Ingenieros S.A. de C.V.

Deliverables have been identified per specific objective and are shown in the following chart:

Chart 6: Deliverables per objective (Source: Own elaboration)

Objectives	Deliverables
To analyze the topics of CSR in order to identify the elements aligned with the construction sector and with the Company.	Analysis for CSR in the Salvadoran construction sector and for measures already implemented by the Company.
To conduct a CSR internal assessment based on the organizational structure, resources and projects being implemented by the Company through questionnaires and interviews to managers, employees, clients and other relevant stakeholders, in order to establish a starting point for the elaboration of the Strategy.	Internal assessment report of CSR for Prisma Ingenieros S.A. de C.V. and results from interviews, questionnaires and brainstorming session with relevant employees.
To elaborate the proposal of CSR strategy that includes specific actions and responsibilities, monitoring and evaluation for its implementation taking into account the conditions of the Company and interest of all relevant stakeholders.	Proposal of CSR strategy for Prisma Ingenieros S.A. de C.V. that considers actions to be implemented in social and environmental areas of operation of the Company.

4. RESULTS

In this section, deliverables are presented, and the process of elaboration of the CSR strategy for Prisma Ingenieros Company is described. The first deliverable was elaborated from information taken from the Salvadoran Chamber of Construction, institution that has already given some lines for CSR in the sector. The analysis of CSR inside the Company was prepared from the interviews made to the managers of the Company, who explained the measures already taken inside the projects implemented. The third deliverable consist in the strategy, that outlines the way forward to implement CSR actions inside the Company, retrieved from information given by key employees of the Company in a brainstorming session, in which they spoke about viable and possible actions that are now part of the strategy.

4.1. Analysis of Corporate Social Responsibility and the Construction Sector in El Salvador

Construction sector is of vital importance for economic and social development of El Salvador, because of its impacts in jobs generation and its dynamic effect in economic related activities.

The sector is very dynamic and affects the economic growth for three fundamental reasons: first, it significantly contributes to the increase in gross domestic product; second, it interacts with other industries boosting, consequently, the economic activity, and third, uses unskilled workforce intensively, which generates a positive impact on the employment rates. However, and in contrast to this excellent evolution of activity, the sector is characterized by intensive use of low-skilled labor and schooling, with very precarious working conditions in most cases.

Because it is a purely productive activity totally oriented to projects execution, the sector has a short-term view, so it demands, as a fundamental result of its performance, a rapid turnover of invested capital, with economic profit maximization.

In El Salvador, construction companies are grouped in the Salvadoran Chamber of Construction (CASALCO, abbreviation made from its name in Spanish language). This Chamber brings together companies dedicated to the development, construction and commercialization of urban, housing and commercial projects; companies dedicated to developing public infrastructure projects; and producers and distributors of construction materials.

Data from CASALCO indicates that the sector contributes with the 40% of fixed capital investment of the country. It also estimates that companies of this sector will invest around \$1,500 million in 2018-2020 and will provide around 25,000 direct employments in this period.

CASALCO, as guild of the sector, has established a CSR work committee inside the Chamber, the Committee "CSR Builds" (translated from Spanish "*RSE Construye*"). It was born with the aim of providing and joining efforts on ethical issues such as honesty and transparency in management, harmony with the environment and the unification of measures towards sustainable social development.

The Committee "CSR Builds" is in charge of promoting CSR among the member companies of the Chamber and, thereby, contributing to the encouragement of competence and transparency.

In that sense, the Committee has developed different strategies to promote a culture of Corporate Social Responsibility through the creation of the "Code of Ethics", the development of a campaign to eradicate child labor, and the elaboration of the "Sustainability Guide in the Construction Sector", among other actions in the area of sustainability.

In 2011, the Chamber institutionalized the "Good Practices Competition" and the "Recognition of Business Ethics", which aim to foster a culture of CSR among companies of the sector and promote compliance with the Code of Ethics of the Construction Industry. Since 2018, these recognitions were merged in the "CSR

Builds Award", given every year in the categories of Large, Medium and Small Company.

The Third Edition of the "Code of Ethics" of the Construction Sector was launched in 2015, and it is a deductive document that seeks to become a benchmark for the actions of entrepreneurs affiliated to CASALCO, within the expectation that this example will involve other entrepreneurs in the sector.

This Code of Ethics, in first place, establishes the golden rule of ethics that guides all other components: "In all situations, act with others in the same way you would like them to act with you, if you were in their place".

The document defines ethical principles, in coherence with the seven themes of CSR. These principles are embodied in 10 ethical values, and they generate a set of ethical commitments with the nine main interest groups with which the sector relates in the exercise of its business: financial system, construction workers, final consumers, competence, social media, environment, communities, suppliers, and government. The document establishes concrete forms of conduct to comply with the ethical postulates.

The Code of Ethics has a complementary self-assessment annex, where companies find a set of indicators that will allow them to measure progress and gaps in the application of ethical references, so, from there they can design actions to improve and consolidate policies and CSR practices.

The other relevant document produced by CASALCO regarding CSR is the "Industry Sustainability Guide of the Construction Sector". This guide has been produced as a joint effort with the Business Foundation for Social Action of El Salvador, and it contains a collection of good practices, identifying its social and economic impacts (positive or negative) over the relevant stakeholders.

The company "Prisma Ingenieros" is a member of this Chamber, and its managers indicated that they know about the CSR strategies implemented from CASALCO,

but they do not apply or take part in the actions related to CSR implemented by the Chamber, like many other companies of the sector.

CASALCO groups 140 companies approximately, of which 76 have reported to implement at least one action or good practice related to CSR. The Chamber wants to motivate other companies to take part in this dynamic.

Prima Ingenieros' managers indicated that one of the constraints they have identified to participate in the actions implemented by CASALCO is that they do not have personnel designated to follow up these topics. Employees at all levels are dedicated to the operations of the Company and projects, and only last year they hired someone to start following social and gender inclusion topics inside the Company as an every day task.

The elaboration of this strategy is a part of this new approach of the Company. They have started to work with bigger projects that can deliver more social impact, and the Company has also started to be recognized in the sector. Furthermore, communications and branding are a relevant issue for the Company nowadays.

4.2. CSR inside Prisma Ingenieros

The Company already contemplates some measures that can be framed into CSR, and that have been a baseline to elaborate the CSR strategy. This part has been retrieved from an interview made to the Operations and Project Design Managers on October 13th, 2018. Questions and answers for this interview can be found on Appendix 4.

First of all, it is necessary to stand out that the Company divides its workforce in two groups: permanent employees and temporary employees. The second group is also divided into professional employees and construction workers. Employees of the second group are mostly hired in the area of execution of the project, in order to give employment chance to local populations and to save costs of transportation.

Construction workers are given the obligations of the employer and benefits established in Salvadoran law. Depending also on the nature of the project and its social conditions, the area of execution, time and season of the project, the Company organizes convivial events such as soccer tournaments, Christmas celebrations, children and family's day, among others.

All other employees (permanent and temporal professional employees) are given extra benefits, such as loans from the Company, training seminars, consumption vouchers, and bonuses.

Nowadays, the Company executes 4 projects in different areas of El Salvador. Projects executed are 75% with the public sector and 25% in the private sector.

34 permanent employees are based in the main office located in San Salvador. For every project, the Company establishes a temporary office located inside the area of execution of the project. Up to this date (October 2018), the Company executes the projects detailed in chart 7.

Chart 7: Projects implemented by Prisma Ingenieros up to October 2018.
(Source: Own elaboration)

Project	Execution period	Brief description	Number of employees
Renovation of Cuscatlan Park Department: San Salvador	January to November 2018	Total renovation of the park. Construction of 15.000 m2 of walking trails, 30.000 m2 of green area, landscaping, street furniture for the park, water system for irrigation and consumption, sewage and rain water, and installation of lighting system. Construction of soccer field and basketball court.	100 employees
Architectural details inside the engine room of Hydroelectric Power Plant "El Chaparral" Department: San Miguel	September 2018 to March 2019	Installation of curtain wall, doors and windows, wall painting. Construction of water tank and Central Square. Metallic structures for north and south facades.	50 employees
Construction of Scholar Center "La Libertad" Department: La Libertad	September 2018 to April 2019	Complete demolition of the old school and construction of 5 buildings with 6 classrooms each, stairs, kitchen and cafeteria, laboratories and library. Installation of water system, sewage and rain water, and electric system	100 employees

Construction of National Institute San Julian Department: Sonsonate	September 2018 to March 2018	Complete demolition of the old school and construction of building with 16 classrooms, stairs, kitchen and cafeteria, laboratories and library. Installation of water system, sewage and rain water, and electric system	75 employees
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Since 2015, for every project, the Company elaborates an “Operative Plan for Social Management”, in which they establish strategies to prevent and mitigate the negative impacts and potentiate the positive impacts derived of the execution of the projects, directed to improve the life quality of people from the communities where projects take place.

The Company aims to guarantee the active participation of the community through clear and opportune communication strategies aligned with the development of civil, electric, hydraulic and road works, to ensure the improvement of the conditions of the community.

The Operative Plan for Social Management is a basic instrument for planning and monitoring the project. In parallel, this plan integrates the active participations of the people from the community into the project and its phases, as a way to also ensure and enhance their compromise with the infrastructure to be built: to take care of it and its sustainability in the short, middle and long term.

The general objective of this plan is to develop a permanent process of trust, accompaniment and social monitoring with the beneficiaries from the project, through participatory work methodologies. In order to achieve an empowered community, with a sense of belonging, that guarantees the sustainability of the works, they are included in the development of all the activities to be executed, in a continuous process.

A two-way communication process is established, with the population and local authorities within the area of influence of the project in order to avoid possible conflicts. The communities are informed about the project and their opinions are listened in all phases of the project and about all its components.

Prisma Ingenieros has also developed a Social Integration and Gender Plan for the Company, which is applied to the entire Company and it is updated to every project.

It has three major objectives: to guarantee social integration, gender integration and prevention of sexual harassment. A Social and Gender Technical Coordinator has been hired by the Company and is in main charge of the execution of this plan and its measures, along with all the managers and the Board of Directors.

Some of the measures and actions taken in the framework of this plan are:

- Integration of women over 18 years old to the projects and works executed. It will allow them to take care of themselves and generate a source of income for their families, in addition to valuing themselves and making themselves known as capable of doing work of these characteristics before society, which can not only be carried out by the male sector, favoring equity.
- Because of the integration of women, the Company adapted all the project infrastructure to their specific needs: separated bathrooms, training and workshops about gender equity and sexual harassment prevention.
- Integrate women in their hiring campaigns and processes for local workers in every project.
- At the beginning of the project, and every month during the execution of it, a workshop about sexual harassment is organized at the headquarter of the project, in which all professional employees and workers participate. Information about prevention and denunciation of sexual harassment is provided to all personnel; along with the code of conduct of the working personnel for the prevention of sexual violence in the framework of construction and remodeling works.
- The Social and Gender Technical Coordinator executes the follow up of these measures and reports monthly to the Board of Directors.

In the interview held with the managers, they briefly explained the perspectives of the Company for the next 5 years: Company is starting to be in charge of big projects related to public recreation spaces. In the last 2 years, the Company has carried out the restoration and restyling of two jewels of the capital: Gerardo Barrios Square and the Cuscatlan Park (Figure 3), as a part of a revitalization and recuperation of the historic center of the city. For this kind of projects, social and environmental concepts are key and strategic, and the Company considers that to develop this kind of projects they need to arrange these concepts inside the Company's core of action.



Figure 3: Finished work of Gerardo Barrios Square and progress of works at Cuscatlan Park, phase 1. (Source: City Hall of El Salvador and Prisma Ingenieros)

Managers pointed out that their clients have changed: the public biddings in which they participate are posted by the city government of San Salvador, but the projects are financed by international cooperation, institutions that believe in social transformation through public spaces. Managers believe that social values and compromises within the projects have to start inside the Company.

Another element that the managers exposed is that, as these projects are developed in the center of the city, the Company has been given a lot of visibility in the media and is taking a relevant place in the construction sector.

The operative plans for social management and the gender and social integration plans are no longer enough for the Company. The Board of Directors and managers are conscious of the need to elaborate a complete strategy for CSR, that reflects the real possibilities of the Company.

Managers indicated that, as a first step, they are interested in the social and environmental dimension of the CSR. In a first stage, the Company wants to focus in these areas and exclude the economical dimension of CSR for two main reasons:

- Economic information of the Company is treated with extreme confidentiality, given the insecure situation of the country.
- Revising the economic and financial information in order to implement CSR actions will take a lot of time, and they want to make this strategy a part of their operations in a very short term.

Taking these considerations into account, the project manager proceeded to explain the proposal for the construction of the strategy: to elaborate it in a deductive process, with the most amount of ideas and suggestions as possible.

It is necessary to stand out that it was planned to use questionnaires for the employees of the Company, from which the information was going to be retrieved. Managers of the Company suggested that the construction workers were not willing to fill these questionnaires, that inside the Company they had a very good and honest group environment, which is very advantageous for everyday work and that could also be very useful for the objectives of this project. Their suggestion to retrieve information for this strategy, instead, was to sit together key employees who can share their frank opinion and creative ideas about it. Timing constraint for

the development and tabulation of questionnaires was also taken into consideration by the project author. The parts agreed to organize a meeting with employees of the Company to receive their opinions and ideas for the strategy.

4.3. CSR Strategy for Prisma Ingenieros

All measures and actions already taken by the company need to be arranged and organized into a transversal strategy, that allows the Company to easily monitor and follow up these measures and to create value for the Company, by improving the perception of society about their way of acting and, finally, their products and projects.

4.3.1. Process of construction for the CSR strategy

The following sections of the document were developed in the brainstorming session that took place on October 26th, 2018, with a group of members and employees from the Company.

Advantages of brainstorming were considered, and with the collaboration of the Operations Manager of the Company, the brainstorming session was scheduled for October 26th, 2018, after a follow up meeting of the projects of the Company. Project author took part in this meeting via videoconference and had the full support of the Operations Manager in the organization and conduction of the session.

The group of employees of the Company that took part in the brainstorming session was composed as follows:

- 3 Representatives of the Board of Directors
- General Manager
- Project Planning and Design Manager
- Operations Manager

- Accounting/Administrative Manager
- Social and Gender Technical Coordinator
- Coordinator of the Project of Cuscatlan Park
- Building Site Manager of the Project of Cuscatlan Park
- Architect of the Company

A list of generative questions was made, taking into consideration the questions from the interview to the manager. The agenda of the session is presented in Chart 8, and the generative questions used in the session can be found in Chart 9.

Chart 8: Agenda of the brainstorming session (Source: Own elaboration)

BRAINSTORMING SESSION FOR CSR PRISMA INGENIEROS AGENDA	
1.	Greeting, presentation of participants and project author, brief presentation of the project.
2.	Objectives, procedures and “rules” for the session.
3.	Generative questions 1-3.
4.	Brief presentation about CSR.
5.	Analysis of stakeholders.
6.	Generative questions 4-8.
7.	Organization of ideas.
8.	Closure of the session.

Chart 9: Generative questions for the brainstorming session
(Source: Own elaboration)

Generative questions
1. Benefits and incentives, they receive from the Company.
2. What do you know about Corporate Social Responsibility?
3. To the construction sector, in which topics do you think that the Company can implement measures of CSR in the projects executed?
4. What measures inside the Company do you think that can be considered a plus from the Company, beyond to what law mandates?
5. According to your expertise area, what measures can be taken by the Company, in their offices and on field, to protect the environment?
6. According to your expertise area, what viable measures can be taken by the Company to benefit the communities they work with?
7. What measures can be taken by the Company to benefit the employees of the Company?
8. What measures can be taken by the Company to benefit the construction workers? For this question, the participants are asked to indicate all the measures they consider possible, even if they were not viable. This request is made in order to obtain the major number of ideas.

As rules of the session, the project author indicated that there was only one rule: to answer to every question frankly, taking into consideration the experience and expertise that every participant has from their own work area.

The session took place in a very relaxed and honest environment. Brainstorming techniques used in this session were *non-structured* or *free flow*, which means that there was no order for the participations and *silent* (not completely). Participants were asked to share their ideas and to write down them in pieces of paper for the second part of the questions. Some ideas found in the papers were not completely shared, but participants had the opportunity to leave them for the record. These papers were collected at the end of the session, revised and organized for the elaboration of the strategy. Also, notes were taken during the session. A memory of this session can be found in appendix 5.

4.3.2. Stakeholders

In order to generate the CSR strategy, its actions and measures, it is necessary to identify the relationships that the Company has with its interest groups. Stakeholders are those groups or people that could be affected by the work of the Company, its products and projects, from inside or outside the Company.

Additionally, stakeholders affect, directly or indirectly, the decisions of the Company and/or the actions they execute. One of the determining dynamics to identify the stakeholders that have a critical impact on the Company is to define the relationship they have with each other. For this, a matrix of stakeholders is presented, in relation to two basic criteria: a) Influence in the decision making of the Company, and b) Relevance to affect the profitability of the Company. These stakeholders were identified along with the team work of the Company. They weighted and granted through a very simple rating scale each of the stakeholders to also determine its priority.

Chart 10: Scale for determining the impact of stakeholders (Source: Own elaboration)

Impact	Scale
High	3
Medium	2
Low	1
Non-applicable	0

Chart 11 shows the list of stakeholders identified by the team work at the brainstorming session and the average scale given to each of them. This chart was used to determine the most important actors in the interactions and relations of the Company.

Chart 11: Stakeholders and its impact (Source: Own elaboration)

Stakeholder	Decision making inside the company	Relevance to profitability	Total
Ministry of Public Works (MOP)	2	1	3
Ministry of Environment and Natural Resources (MARN)	2	2	4
Road Conservation Fund (FOVIAL)	1	1	2
National Administration of Aqueducts and Sewers (ANDA)	1	1	2
Planning Office of the metropolitan area of San Salvador (OPAMSS)	1	2	3
City Hall/Councils	1	2	3
Board of Governors or Shareholders	3	3	6
Managers	3	3	6
Permanent employees and collaborators	2	1	3
Professional temporary employees	1	1	2
Construction workers	1	1	2
Subcontractors	0	1	1
Suppliers	0	2	2
Clients	2	3	5
Communities	2	1	3
Banks	1	1	2

4.3.3. Areas of intervention

Norm ISO 26000 establishes six core subjects to develop CSR inside companies. These subjects are presented in figure 5. These subjects are the baselines to elaborate the measures and actions of the strategy of the Company.



Figure 4: Subjects for CSR according to ISO 26000 (Source: Discovering ISO 26000)

Based on the six subjects shown above, the team-work from the Company determined a list of topics, that will be the main lines of the strategy. In the same session, and using the technique of brainstorming, some of the measures and actions of the strategy were also captured. Topics were the following:

- Environmental issues
- Purchasing, suppliers and subcontractor's policy
- Health
- Training and professional development
- Dialogue with stakeholders
- Compliance with environmental standards
- Impact and communication with the communities
- Conservation and efficiency of resources
- Gender integration

These topics are important and relevant for the Company, since they reflect the environmental and social impacts and, therefore, influence the decision-making of its stakeholders. To determine the relevant topics, the definition of the Global Reporting Initiative (GRI) was used, which stipulates that all issues, topics or aspects that reflect significant social, environmental and economic impacts on the Company, or those that could be exercised, must be taken into consideration; because of their substantial influence in the assessments and decisions of the stakeholders.

4.3.4. Measures and actions of CSR

In accordance with all the information exposed above, measures and actions recommended for the Company have been grouped and classified based on the seven subjects of ISO26000, the topics given by the team work at the brainstorming session and the dimension of every measure or action (internal or external to the Company).

STRATEGIC LINE A: ENVIRONMENT

All business activities have an impact on the environment, and for a construction Company, this is more direct. To be responsible in this regard, it is necessary to optimize the resources used as much as possible and try to minimize the consequences.

1. Internal dimension

Action A1-1: Promotion the use of biodegradable material.

The Company guarantees that office supplies used at the their headquarter office and at the local offices of every project will be biodegradable: paper, ink cartridges, bags, plastic, glass, electronic devices, etc.

Action A1-2: Guarantee recycle of materials.

The Company will procure that recycle is the main form of waste and disposal treatment, inside their offices and projects, especially gravel, steel and iron. The Company will also promote recycling practices in the design of their construction projects.

Action A1-3: Control of residues and waste.

Collaborate with different associations and suppliers to make a rigorous control of the residues such as office material (paper, ink, plastic, electronic devices, etc.) as well as residual materials and waste in local projects (oil, gasoline, tires, etc.)

2. External dimension:

Action A.2-1: Working together with local authorities.

The Company will stablish alliances with local government and authorities to develop processes to manage the waste in all their projects.

Action A.2-2: Creation of alliances with stakeholders to raise awareness of the importance of the environment and measures of control waste and recycling.

Action A.2-3: Promotion of water reuse in all the projects.

Analyze opportunities for water reuse (irrigation, portable washrooms). Company can suggest actions for water reuse in the design of the construction and the use of rainwater.

Action A.2-4: To look after the soil.

Company will ensure that the soil is protected in all their projects. Toxic and disposal substances will be treated adequately, guaranteeing that soil is not damaged or polluted, neither the aquifer mantles.

Action A.2-5: Build ecofriendly infrastructure for the communities.

The Company, in accordance with the nature of the project, will procure the integration of sustainable elements in the designs of the projects: solar panels, green facades, vertical gardens, natural ventilation and construction of green areas.

Action A.2-6: Set the Company's rate of afforestation.

Compensate for the felling of trees at a rate higher than that established by local regulations, preferably establishing a Company rate of their own.

Action A.2-7: Encourage the development of projects that consume fewer resources, decreasing the impact on the environment.

For example, double flow toilets, thrifty light bulbs, solar energy, etc.

Action A.2-8: Encourage suppliers to apply CSR measures inside their companies.

As a client, the Company is in the position to encourage its suppliers to apply environmental measures to their processes.

STRATEGIC LINE B: EMPLOYEES, BENEFICIARIES AND COMMUNITIES

Behind the Company, first of all, there are people. Measures aimed at reconciling work and family, offering courses and training activities, reducing overtime or

maintaining a cordial and respectful treatment in all aspects are responsible business measures.

Also, the Company is framed in a social and community environment that can benefit from their activity if they are aware of its importance. If the Company contributes to the positive development of the communities in which they execute their projects, they will also benefit: they improve their public image, their community prestige increases, and their immediate social environment is better.

1. Internal dimension

Action B.1-1: Regular staff training, with the support of the Company and the Salvadoran Institute for Professional Training (INSAFORP).

Company will promote its staff training, especially professional and temporary employees, in collaboration with INSAFORP and the programs offered.

Action B.1-2: Implementation of literacy programs among construction workers.

Company, in collaboration with Ministry of Education and NGOs, will implement literacy programs for construction workers when necessary.

Action B.1-3: Conducting health campaigns for construction workers and their families.

The Company, in collaboration with Ministry of Health, community clinics and NGOs will conduct health campaigns among construction workers and their families.

Action B.1-4: Life and health insurance for employees.

A life and health insurance will be guaranteed for all employees, along with the insurance of the construction itself.

Action B.1-5: Food subsidy for construction workers.

Company may pay a part of the employee's food and the employee pays the rest, thus ensuring his/her proper nutrition. According to the nature and location of execution of the project, the Company may procure the installation of a cafeteria inside the project area.

Action B.1-6: Promotion of recreation activities and balance work-family.

Company will promote that permanent and temporal employees comply with the established work schedule and the participation of employees in sport tournaments and recreation activities.

Action B.1-7: Gender inclusion and non-discrimination.

Women will be recruited by the Company in their projects and equitable payment will be ensured.

2. External dimension

Action B.2-1: Corporate volunteering.

Permanent employees of the Company will be integrated in national corporate volunteering programs, to collaborate with social initiatives and campaigns conducted by NGOs, foundations and other non-profit institutions.

Action B.2-2: Blood donation campaigns.

The Company will promote, among all employees, blood donation actions during working hours, whenever the employee is willing and in good shape for it.

Action B.2-3: Internships and eventual collaborators

To generate opportunities for young professionals and workers without working experience, the Company will open vacancies for internships and eventual collaborators in their headquarters and projects, with the aim of providing young people with experiences that facilitate their labor insertion and maintain them away from violence.

Action B.2-4: Integration of recreation areas of free access for the community in projects, according to its nature.

Action B.2-5: Promotion of training for family members of permanent and temporary employees with the support of the Company and the Salvadoran Institute for Professional Training (INSAFORP).

Action B.2-6: Provision of tools and techniques for personal and physical protection for the handling of materials and waste, as well as the adequacy of facilities to meet the safety specifications in the areas of project execution and in relation to the surrounding communities.

Action B.2-7: Social inclusion.

Generate opportunities for people looking for reinsertion into society and productive economy: deported people and former inmates.

4.3.5. Follow up and monitoring of the CSR strategy

For the implementation of the strategy, a CSR Committee will be created inside the Company. One member of the Board of Directors, the three main managers and the Chief of Human Resources Department will integrate this Committee, that will work for the implementation and continuous improvement of the CSR strategy. In addition to leading the fulfillment of the CSR actions, the Committee will determine new lines of action and will evaluate the different activities that are carried out in the projects and in the Company.

Committee will inform every three months to the Board of Directors about the progress of implementation of the strategy and the obstacles encountered. A report will be elaborated every year, to register the activities implemented in this frame, and, using the GRI indicators, evaluate the achievement of milestones and progress.

To elaborate this reports, GRI indicators to be considered are presented in Chart 10.

Chart 12: GRI indicators to be used for monitoring and follow up the CSR strategy
(Source: Own elaboration)

Number	Name	Content of the indicator	Action of the CSR strategy related
GRI 301-1	Materials used by weight or volume	Total weight or volume of materials that are used to produce during the reporting period	Action A1-1 Action A.2-7
GRI 301-2	Recycled input materials used	Percentage of recycled input materials used to manufacture the organization's primary products and services	Action A1-2 Action A.2-3
GRI 302-1	Energy consumption within the organization	Total fuel consumption within the organization from non-renewable sources and renewable sources, electricity consumption, heating consumption, cooling consumption, steam consumption	Action A.2-7
GRI 302-4	Reduction of energy consumption	Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, and types of energy included in the reductions	Action A.2-7
GRI 303-1	Interactions with water as a shared resource	A description of how the organization interacts with water, including how and where water is withdrawn, consumed, and discharged	Action A.2-3
GRI 303-2	Management of water discharge-related impacts	A description of any minimum standards set for the quality of effluent discharge	Action A.2-3
GRI 303-3	Water withdrawal	Total water withdrawal from all areas in megaliters	Action A.2-3

Number	Name	Content of the indicator	Action of the CSR strategy related
GRI 306-2	Waste by type and disposal method	Total weight of hazardous and non-hazardous waste, with a breakdown by the following disposal methods: i. Reuse ii. Recycling iii. Composting iv. Recovery v. Incineration vi. Deep well injection vii. Landfill viii. On-site storage ix. Others	Action A1-3 Action A.2-4
GRI 308-1	New suppliers that were screened using environmental criteria	Percentage of new suppliers that were screened using environmental criteria	Action A.2-2 Action A.2-8
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Action B.1-5 Action B.1-6
GRI 403-6	Promotion of worker health	An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided. b. A description of any voluntary health promotion services and programs offered to workers to address major non-work-related health risks, and how the organization facilitates workers' access to these services and programs.	Action B.1-3 Action B.1-4 Action B.1-5 Action B.1-6 Action B.2-6
GRI 404-1	Average hours of training per year per employee	Average hours of training that the organization's employees have undertaken during the reporting period, by: i. gender; ii. Employee category.	Action B.1-1 Action B.1-2 Action B.2-5

Number	Name	Content of the indicator	Action of the CSR strategy related
GRI 404-2	Programs for upgrading employee skills	Type and scope of programs implemented.	Action B.2-3
GRI 405-1	Diversity of governance bodies and employees	Percentage of individuals within the organization's governance bodies and employees per employee category in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups)	Action B.1-7 Action B.2-7
GRI 405-2	Ratio of basic salary and remuneration of women to men	Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation	Action B.1-7
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	Percentage of operations with implemented local community engagement, impact assessments, and/or development programs	Action A.2-1 Action A.2-5 Action A.2-6 Action B.2-1 Action B.2-2 Action B.2-4

At the beginning of the execution of the strategy, a baseline will be established for every indicator. In every evaluation and monitoring exercise that will take place inside the Company, all indicators will be compared and reported, to overview the progress of the strategy.

4.3.6. Communication of the CSR strategy

Manager of the Company will be in charge of the adequate communication of the strategy among all employees and stakeholders. It will be published and promoted in all the communication resources of the Company, as follows:

- Company will organize an event to launch the strategy and present it to employees, suppliers, clients and other stakeholders.
- Headline for CSR strategy and measures included in every project proposal or project bidding will be presented by the Company.
- A special headline in the website of the Company, with the baseline indicators, reports, news and measures of the strategy will be published.
- Special headline for the CSR strategy in the annual publication for the anniversary of the Company in the main national newspapers.
- Continuous publications on the Company's social networks about the implemented CSR actions.

Messages of this publications and headlines will highlight the fact that the Company is generating value for the society, giving better services to the community, and caring about the environment. Company will be presented as a responsible employer, that goes far beyond the mere fulfillment of the law, because it is into solving social challenges through real commitment with employees and environment.

5. CONCLUSIONS

1. As a result of the path followed to elaborate the CSR Strategy for Prisma Ingenieros, the CSR proposal Strategy is a document that comprises and consolidates specific and viable actions to implement. It also collects the opinions and ideas of key employees of the company at all levels, who showed their commitment to this new approach to the company.

2. The analysis of the CSR actions implemented by the sector was a very important element for the construction of the CSR Strategy for the Company. It allowed the project author to identify transversal subjects and actions to guide the specific strategy for the Company.

3. The availability, good disposition, and the great work environment of all employees of the Company was the most important element that allowed the development of a complete and realistic CSR strategy.

4. All the information collected through interviews and the brainstorming session with employees allowed to overview and analyze the internal situation of the Company and its people, in order to define the dimensions and some of the actions of CSR that the Company must develop according to requirements and characteristics of the context where the Company operates.

5. The use of easy measurable indicators for reports and documentation facilitates the control of the CSR strategy in its different dimensions. Likewise, they facilitate the flow of information, clearly and securely to the Company.

6. After revising the implementation of CSR actions in the construction sector, it is possible to conclude that the CSR strategy represents a competitive advantage for the Company, because there are no similar initiatives in other companies of this sector at a national level.

6. RECOMMENDATIONS

1. It is necessary to involve as many employees as possible in the implementation of the Strategy. One of the expected results is that this will motivate the employees to improve their development inside the Company. Moreover, their involvement is important for the Strategy, since employees are the best source for feedback.

2. Besides the Committee that will be created for the implementation of the Strategy, it is necessary to hire the required human resources that will also monitor and evaluate it. A Social Management Unit can be created to be in charge of the coordination of all actions, to put together all the efforts previously done by the Company, and to integrate the Social and Gender Technical Coordinator already hired.

3. The present document takes into consideration areas of knowledge such as human resource, scope and communications. However, it is necessary to develop other areas related to risk and cost management.

4. Further the evaluation of the GRI indicators, it is recommended to carry out polls and inquiries among the employees of the Company to measure satisfaction and personal attitude regarding the implementation of the Strategy

5. The Company might promote this CSR Strategy as an added value to their services and elaborate an outreach campaign among key stakeholders.

6. The Company should develop a graphic line for the strategy (special logo, colors, slogan, etc.), and include it in all communications of the Company: web site, heading of the company and social media.

7. The Strategy must be mentioned in the biddings proposals, reports and all documents produced by the Company.

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8. APPENDICES

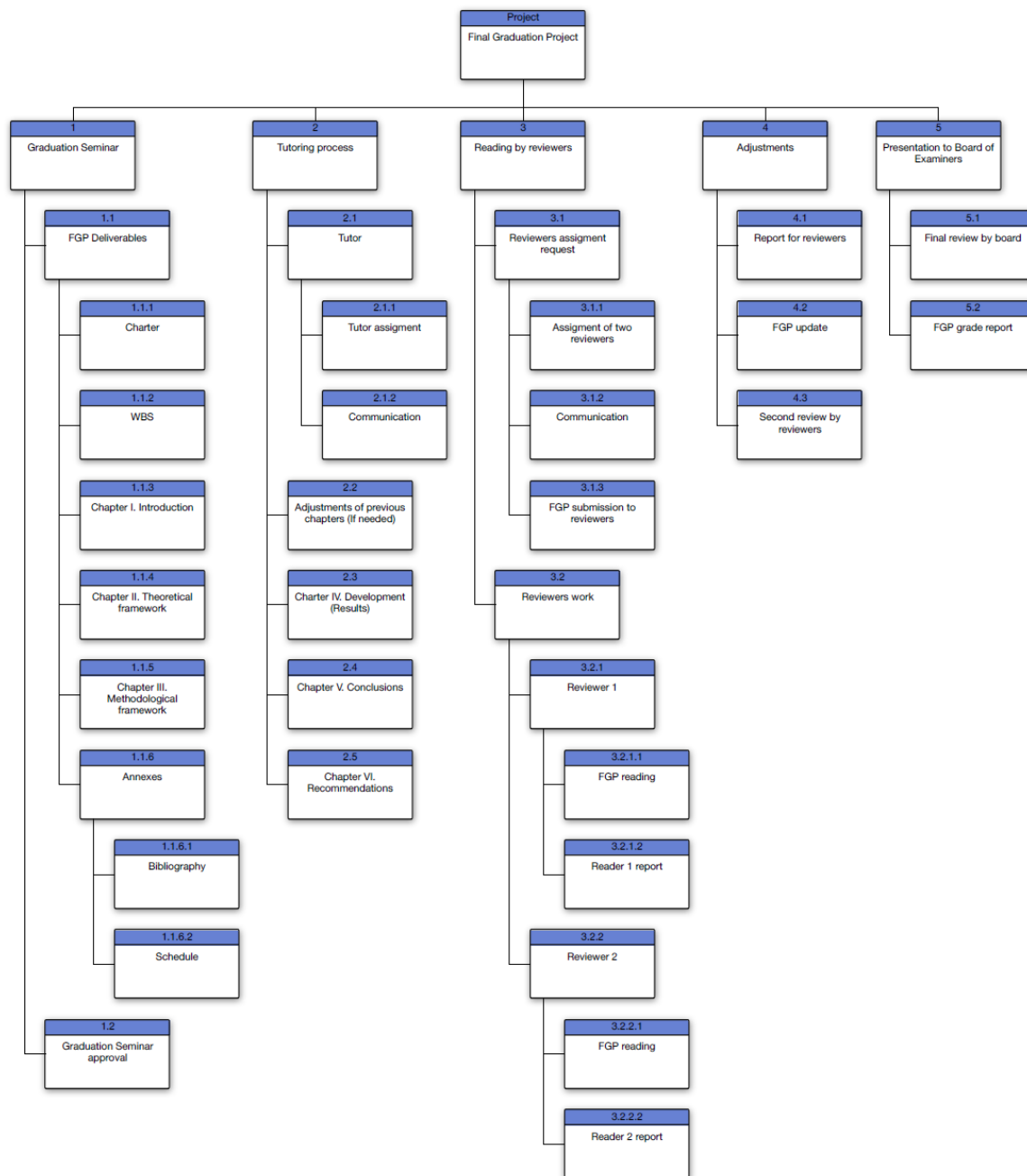
Appendix 1: FGP Charter

PROJECT CHARTER	
Date	Project Name:
July 2 nd , 2017	Proposal of a Corporate Social Responsibility Strategy for Prisma Ingenieros S.A. de C.V.
Knowledge Areas / Processes	Applicacion Area (Sector / Activity)
Knowledge areas: Integration, scope, cost, human resources, communication, stakeholders. Process groups: Initiating, planning	Construction
Start date	Finish date
June 26 th , 2017	December 15 th , 2017
Project Objectives (general and specific)	
<p>General objective: To create a proposal of Corporate Social Responsibility (CSR) strategy for the company "Prisma Ingenieros S.A. de C.V." in order to improve the process of managing environmental, economic and social issues derived from their work.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To analyze the topics of CSR in order to identify the elements aligned with the construction sector and with the company . 2. To conduct a CSR internal assesment based on the organizational structure, resources and projects being implemented by the company trough questionaries and interviews to managers, employees, clients and other relevant stakeholders, in order to establish a starting point for the elaboration of the Strategy. 3. To elaborate the proposal of CSR strategy that includes specific actions, responsibilities, budget and schedule for its implementation taking into account the conditions of the company and interest of all relevant stakeholders. 	
Project purpose or justification (merit and expected results)	
<p>Prisma Ingenieros S.A. de C.V. wants to improve is competitive position in salvadoran construction market among public clients, and is seeking to expand its operations to the private sector. The strategic objectives of the company contain guidelines for this aim and include the improvement of quality in administrative and construction processes and to promote the personal and professional development of the employees.</p> <p>The company implements projects associated mostly with the public sector. 90% of its clients are governmental organizations or institutions developing infraestructure projects and the company has carried out around 100 projects for them. Construction projects, by nature, have direct consequences on the environment and the community of the area where they are implemented. The Company is aware of these consequences and has established some methods to handle them and seeks for a continuous improvement of all its procesess and procedures.</p> <p>Given the sector in which the Company works, it is necessary to have a CSR strategy that faces social, economic and environmental challenges derived from its operations with a structured approach. It will also benefit the Company and will generate a competitive advantage against other companies in the same market, since CSR strategies are not usual to find among salvadoran companies in this sector.</p>	
Description of Product or Service to be generated by the Project – Project final deliverables	
<p>Deliverables for this project are the following:</p> <ol style="list-style-type: none"> 1. Analysis document for CSR in the salvadoran construction sector and for measures already implemented by the Company 2. Internal assesment report of CSR issues for Prisma Ingenieros S.A. de C.V. and results from questionaries and interviews to relevant stakeholders 3. Proposal of CSR strategy for Prisma Ingenieros S.A. de C.V. 	

Assumptions			
<ul style="list-style-type: none"> - Company will allow to do the CSR strategy. - The Company will provide all the information that is required for elaborating the CSR management plan. - Resources will be available for the project manager. 			
Constraints			
<ul style="list-style-type: none"> - Time zone differences. - Time scheduled for the development of the plan in accordance with the schedule of UCI. - Confidentiality. - Specific budget has not been established for the project by the Company. 			
Preliminary risks			
<ul style="list-style-type: none"> - If the Company does not provide the necessary information it might impact the quality of the project. - If the project manager does not have the necessary resources for the project, it might affect the time scheduled for the project. - If the project manager does not handle the time differences correctly, it might impact the time scheduled for the project. 			
Budget			
Project manager payment: \$0.00 Internet service: \$62.00 Electricity: \$53.00 Total budget: \$115.00			
Milestones and dates			
Milestone	Start date	End date	
Approval of Graduation Seminar	June 26 th , 2017	July 30 th , 2017	
Project revised and approved by tutor	August 7 th , 2017	November 7 th , 2017	
Project revised and approved by reviewers	November 8 th , 2017	November 18 th , 2017	
Presentation to Board of Examiners	November 28 th , 2017	December 8 th , 2017	
Relevant historical information			
<p>The Company "Prisma Ingenieros S.A. de C.V". was founded in the city of San Salvador, El Salvador, and is dedicated to construction. During its 20 years of existence, its work has focused on the realization of construction projects, but it has also carried out road, hydraulic, remodeling, topography and supervision and project design services. The Company is also a pioneer in the field of intelligent construction at a national level.</p> <p>The Company's work team is made up of multidisciplinary professionals from the engineering and architecture. There is also a panel of consultants specialized in structural, hydraulic engineering and electrical engineering, as well as legal advice and external audit.</p> <p>Prisma Ingenieros has generated thousands of direct and indirect sources of work at a national level and one of its commitments is to integrate the local population of the different communities where their projects are implemented, in order to boost the local economy and contribute to the development of the country.</p>			
Stakeholders			
Direct stakeholders: <ul style="list-style-type: none"> • Prisma Ingenieros S.A. de C.V. • Employees • Clients Indirect stakeholders: <ul style="list-style-type: none"> • Suppliers • Communities where Company's projects take place 			
Project Manager: Roxana Maria Valiente		Signature: 	
Authorized by:		Signature:	

Appendix 2: FGP WBS

Final Graduation Project



Appendix 3: FGP Schedule

FINAL GRADUATION PROJECT DEVELOPMENT SCHEDULE				
Task Mode	Task Name	Duration	Start	Finish
	Final Graduation Project	127 days	Mon 17-06-26	Fri 17-12-15
	FGP Start	0 days	Mon 17-06-26	Mon 17-06-26
	1, Graduation Seminar	30 days	Mon 17-06-26	Fri 17-08-04
	1.1, FGP Deliverables	25 days	Mon 17-06-26	Sun 17-07-30
	1.1.1, Charter	5 days	Mon 17-06-26	Sun 17-07-02
	1.1.2, WBS	5 days	Mon 17-06-26	Sun 17-07-02
	1.1.3, Chapter I. Introduction	5 days	Mon 17-07-03	Sun 17-07-09
	1.1.4, Chapter II. Theoretical framework	5 days	Mon 17-07-10	Sun 17-07-16
	1.1.5, Chapter III. Methodological framework	5 days	Mon 17-07-17	Sun 17-07-23
	1.1.6, Annexes	6 days	Mon 17-07-24	Sun 17-07-30
	1.1.6.1, Bibliography	5 days	Mon 17-07-24	Sun 17-07-30
	1.1.6.2, Schedule	5 days	Mon 17-07-03	Sun 17-07-09
	1.2, Graduation Seminar approval	5 days	Mon 17-07-31	Fri 17-08-04
	2, Tutoring process	67 days	Sat 17-08-12	Sun 17-11-12
	2.1, Tutor	3 days	Sat 17-08-12	Tue 17-08-15
	2.1.1, Tutor assignment	1 day	Sat 17-08-12	Sat 17-08-12
	2.1.2, Communication	2 days	Mon 17-08-14	Tue 17-08-15
	2.2, Adjustments of previous chapters (if needed)	7 days	Fri 17-08-18	Mon 17-08-28
	2.3, Charter IV. Development (Results)	30 days	Tue 17-08-29	Mon 17-10-09
	2.4, Chapter V. Conclusions	5 days	Tue 17-10-10	Mon 17-10-16
	2.5, Chapter VI. Recommendation	5 days	Tue 17-10-17	Mon 17-10-23
	Tutor approval	6 days	Mon 17-10-23	Mon 17-10-30
	3, Reading by reviewers	15 days	Tue 17-10-31	Mon 17-11-20
	3.1, Reviewers assignment request	5 days	Tue 17-10-31	Mon 17-11-06
	3.1.1, Assignment of two reviewers	2 days	Tue 17-10-31	Wed 17-11-01
	3.1.2, Communication	2 days	Thu 17-11-02	Fri 17-11-03
	3.1.3, FGP submission to reviewers	1 day	Mon 17-11-06	Mon 17-11-06
	3.2, Reviewers work	10 days	Tue 17-11-07	Mon 17-11-20
	3.2.1, Reviewer	5 days	Tue 17-11-07	Mon 17-11-13
	3.2.1.1, FGP reading	4 days	Tue 17-11-07	Fri 17-11-10
	3.2.1.2, Reader 1 report	1 day	Mon 17-11-13	Mon 17-11-13
	3.2.2, Reviewer	5 days	Tue 17-11-14	Mon 17-11-20
	3.2.2.1, FGP reading	4 days	Tue 17-11-14	Sun 17-11-19
	3.2.2.2, Reader 2 report	1 day	Mon 17-11-20	Mon 17-11-20
	4, Adjustments	10 days	Tue 17-11-21	Mon 17-12-04
	4.1, Report for reviewers	3 days	Tue 17-11-21	Thu 17-11-23
	4.2, FGP update	1 day	Fri 17-11-24	Fri 17-11-24
	4.3, Second review by reviewers	6 days	Mon 17-11-27	Mon 17-12-04
	5, Presentation to Board of Examiners	11 days	Mon 17-12-04	Fri 17-12-15
	5.1, Final review by board	5 days	Mon 17-12-04	Fri 17-12-08
	5.2, FGP grade report	6 days	Sat 17-12-09	Fri 17-12-15
	FGP End	0 days	Fri 17-12-15	Fri 17-12-15

Appendix 4: Interview made to the Operations and Project Design Managers on October 13th, 2018.

GENERAL INFORMATION

1. Projects that are currently executed and brief description of each one (where they are executed and scheduled period for the execution of each one)

- REMODELING OF CUSCATLAN PARK, TRAIL STATION AND FURNITURE - (HGBF). Remodeling of Cuscatlán park, consisting of the construction of 15,000m² of trails, 30000m² of green areas, landscaping, installation of urban furniture consisting of benches, tables, decks, garbage cans, drinking fountains, bicycle racks; gym areas, parkour, wineries. Drinking water system for irrigation and consumption, sewage and rainwater. Installation of 400 automatic LED luminaires for the total lighting of the park. Artificial soccer field and court of BKB.

Period: January - November 2018. San Salvador, San Salvador

- ARCHITECTURAL FINISHES AT EL CHAPARRAL HYDROELECTRIC CENTRAL HOUSE OF MACHINES (CEL). Installation of curtain walls, glass doors, windows; repelling, refining and wall painting; Construction of a potable water tank, construction of a central plaza. North and south facade of metal structures, grids, handrails, etc.

Period: September 2018 -March 2019. San Luis la Reina, San Miguel

- CONSTRUCTION OF LA LIBERTAD SCHOOL CENTER- (FOMILENIO II). Complete demolition of existing school, construction of 5 modules of 6 classrooms on two levels, modules, kitchen-dining room, laboratories and library. Drinking water system, sewage, rainwater, electrical installations, exterior works and protection.

Period: September 2018 - April 2018. La Libertad, La Libertad

- CONSTRUCTION OF THE NATIONAL INSTITUTE OF SAN JULIAN (FOMILENIO II). Complete demolition of current facilities, construction of a module of 16 classrooms on two levels, tiered modules, kitchen-dining room, laboratories and library. Drinking water system, sewage, rainwater, electrical installations, exterior works and protection.

Period: September 2018 - March 2018. San Julian, Sonsonate

2. Number of temporary employees for each project. Of the projects in execution:

- CUSCATLAN PARK: 200 people worked, now there are currently less than 90 people.
- CHAPARRAL: 50 PEOPLE
- SCHOOL LA LIBERTAD: 100 PEOPLE
- INSTITUTE SAN JULIAN: 75 PEOPLE

3. Does the company develop projects only with the public sector or also with the private sector? Currently a percentage of 75% published 25% private.

4. What projects are considered emblematic for the company? (Cite the largest or most important projects that have been executed)

- Construction of the Intelligent Building for library, computer centers and laboratories of Francisco Gavidia University. First intelligent university building in Central America (2003)
- Construction of the beach soccer stadium of El Salvador at Costa del Sol beach. First permanent stadium of soccer beach in Central America certified by FIFA. (2014)
- construction of Olympic campus for Francisco Gavidia University (2012).
- Remodeling of Gerardo Barrios Square in the historic center of San Salvador - Municipality of San Salvador (2017)
- Cuscatlan Park remodeling, trails and furniture stage (2018)

HUMAN RESOURCES

1. How many permanent employees does Prisma Ingenieros have? 30-35 people

2. What benefits are provided for permanent employees, in addition to those established by law?

- Free birthday day
- Free company anniversary day
- Loans of up to \$ 500.00 immediate
- Training according to your area of work, with support from INSAFORP
- Participation in company events: anniversaries, Christmas parties, construction fairs, etc.
- Cell phone to professionals
- Fuel and vehicle maintenance to some professionals according to agreement
- Baskets or Christmas consumption vouchers

3. Do temporary employees have other benefits, in addition to those established by law?

If they are temporary professional staff:

- Loans of up to \$ 500.00 immediate
- Training according to your area of work, with support from INSAFORP
- Fuel and vehicle maintenance to some professionals according to agreement
- Baskets or Christmas consumption vouchers

If they are auxiliary personnel and workers

- Basically the law

4. Are there incentives for permanent employees? Are there incentives for temporary employees?

Permanent:

- Bonuses for won bids
- Bonus for projects executed before or within the established time

Temporary (only professional staff)

- Bonus for projects executed before or within the established time

Temporary auxiliary staff and worker

• Depending on the nature of the project, the area, the client and the time, there are convivial events such as soccer tournaments, Christmas lunch, children's day, etc. It depends a lot on the social conditions of the project, especially when we work in communities. I can send you a social and gender management plan if you want.

5. Does the company use subcontracting? Yes, in several areas such as dirt, window, electricity, air conditioning, voice and data, purchase of specialized equipment, soil laboratory, among others.

6. Are there opportunities for internships within the company? If the possibility exists, but we have never developed it as such. We are currently in talks with the INSAFORP to assign two internship positions for technicians, but still nothing concrete.

7. Relationship with CASALCO and knowledge of corporate social responsibility strategies implemented by them. We are active partners of CASALCO and we have a little knowledge of the CSR lines that it has, but at the moment we do not practice them as such.

ENVIRONMENT

1. What measures are taken in the company to protect the environment?

In each project an environmental management plan (PMA) is designed that is required and verified by the client, which contain at least:

- Permits of cutting of obligatory trees and compensation according to the Ministry / Municipality it establishes, it is generally 10 trees for each felling
- Use only of waste dumps authorized by environment or city halls
- Trucks use tarps to cover the load and avoid generating dust
- Use of material banks with environmental permits
- Use of portable toilets
- Control of dust by irrigation
- Machinery maintenance plan to avoid excess gas emissions, oil spills, etc.
- Dismantling of asbestos cement and final disposal according to regulations as they are carcinogenic products
- Classified garbage collection
- Noise generation is minimized as much as possible

2. What measures do you consider feasible and realistic within the projects that the company executes to protect the environment?

- Basically all the previous ones that are demanded by the customers are followed and are common practice in construction. I can send you a PMA if you want.

3. On a daily basis, does the company handle waste or toxic materials?

- Oils and spare parts of machinery, but they are generally discarded by the workshops that perform the maintenance
- Cement asbestos which are carcinogenic products disposition

Appendix 5: Memory document of the brainstorming session that took place on October 26th, 2018.

BRAINSTORMING SESSION

Venue: Prisma Ingenieros Main Office.

Start time: 11.25am.

End time: 01.15pm.

Techniques used: - Non-structured or free flow: No order for interventions.
- Silent: To write down their opinions and ideas.

Equipment: - Meeting room.
- Projector, computer and speakers.
- Whiteboard.
- Paper and pencils.

A) PARTICIPANTS:

- 3 Representatives of the Board of Directors.
- General Manager.
- Project Planning and Design Manager.
- Operations Manager (Conduction of the session).
- Accounting/Administrative Manager.
- Social and Gender Technical Coordinator.
- Coordinator of the Project of Cuscatlan Park.
- Building site manager of the Project of Cuscatlan Park.
- Architect of the Company.
- Project author (via videoconference).

B) AGENDA

1. Greeting, presentation of participants and project author, brief presentation of the project.
2. Objectives, procedures and “rules” for the session.
3. Generative questions 1 -3.
4. Brief presentation about CSR.
5. Analysis of stakeholders.
6. Generative questions 4-8.
7. Organization of ideas.
8. Closure of the session.

C) GENERATIVE QUESTIONS

1. Benefits and incentives they receive from the Company.
2. What do you know about Corporate Social Responsibility?
3. To the construction sector, in which topics do you think that the Company can implement measures of CSR in the projects executed?
4. What measures inside the Company do you think that can be considered a plus from the Company, beyond to what law mandates?
5. According to your expertise area, what measures can be taken by the Company, in their offices and on field, to protect the environment?
6. According to your expertise area, what viable measures can be taken by the Company to benefit the communities they work with?
7. What measures can be taken by the Company to benefit the employees of the Company?
8. What measures can be taken by the Company to benefit the construction workers?

For this question, the participants are asked to indicate all the measures they consider possible, even if they were not viable. This request is made in order to obtain the major number of ideas.

D) SESSION DEVELOPMENT

- Operations manager introduced the project author, who greeted all participants and asked them to introduce themselves.
 - The project author briefly explained that the company was looking forward to build a CSR strategy, and that their contribution was required in order to elaborate a document based on real and viable information taken from the people working every day on the field.
 - Operations manager explained that the objective of this session was to get as much information as possible to feed such strategy. He showed the agenda of the session and indicated that it was divided in two parts: First, the introduction of the project, relations of the company and CSR, and the second part was about measures they consider can be taken by the company.
 - He also explained that the procedure was to speak their thoughts, opinions and considerations openly and frankly. They could request to take floor in any moment of the session or write down on paper everything they consider useful for the project, and that notes were also going to be taken by the project author.
- Operations Manager introduced the second question, about benefits and incentives that employees receive from the Company. This information was also collected and sorted in the interview. Since there were participants from various levels (fixed and temporary), benefits and incentives they receive from the company were not the same, but ideas collected were the following:

- Birthday off
- Company anniversary day off
- Training
- Christmas party
- Baskets or Christmas consumption vouchers
- Soccer tournaments
- Family and children day
- Bonuses
- Company has increased the number of women working. This was not explained as CSR, but it was indicated as something that other construction companies do not have or even consider.

- Operations Manager continued to the next question: What do you know about Corporate Social Responsibility? Answers collected for this question are the following:

- When the Company participates in a volunteer program.
- When Company benefits communities or society.
- Actions undertaken for society and people.

- After that, a brief presentation of CSR was done by the project author. In short, she explained the concept, components, dimensions and the importance of CSR for Companies nowadays. She also mentioned a few examples of CSR actions implemented by other companies in El Salvador.

- Next step was to identify the stakeholders: Participants were asked to think about all the relations of the company and indicate every subject, group or organization affected or related to the operations of the company, inside or outside it, on a regular basis. (Project author elaborated a list at that moment).

- After that, participants were asked about how these stakeholders influence the decision making of the Company and how they can affect the profitability. A scale was also presented to the participant, so the collective may assign a number for every stakeholder identified. Scale and results are presented in the following charts:

Impact	Scale
High	3
Medium	2
Low	1
Non-applicable	0

Stakeholder	Decision making inside the company	Relevance to profitability	Total
Ministry of Public Works (MOP)	2	1	3
Ministry of Environment and Natural Resources (MARN)	2	2	4
Road Conservation Fund (FOVIAL)	1	1	2
National Administration of Aqueducts and Sewers (ANDA)	1	1	2
Planning Office of the metropolitan area of San Salvador (OPAMSS)	1	2	3
City Hall/Councils	1	2	3
Board of Governors or Shareholders	3	3	6
Managers	3	3	6
Permanent employees and collaborators	2	1	3
Professional temporary employees	1	1	2
Construction workers	1	1	2
Subcontractors	0	1	1
Suppliers	0	2	2
Clients	2	3	5
Communities	2	1	3
Banks	1	1	2

- After granting the stakeholders, Operations Manager passed to the next question: What measures inside the Company do you think that can be considered a plus from the Company, beyond to what law mandates? Answers were the following:

- Birthday off.
- Hiring local employees in the communities.
- Disposal of oil and lubricants.
- Disposal of gravel.
- Afforestation.
- Trainings.
- Soccer tournaments.

- Next question was: According to your expertise area, what measures can be taken by the Company, in their offices and on field, to protect the environment?

- Recycling.
- Recycling of paper and supplies, not printing when it is not necessary.
- To save as many trees as possible in the projects.
- To establish the company's own rate for afforestation.
- To take care of the disposal of materials, specially gravel.

- According to your expertise area, what viable measures can be taken by the Company to benefit the communities they work with?

- To hire more local workers.
- To integrate another project to the big project to benefit the community. For example, if the company is going to be “introduction of drinking water pipes to a community or village”, integrate the task of “cleaning and restoring the soccer field of the community”.
- To work, along the municipality and Ministry of Health or Education, and bring health and literacy campaigns to the community.
- To integrate into a volunteer’s organization and promote actions that benefit the community where the project is being implemented.

- What measures can be taken by the Company to benefit the employees of the Company?

- Life and health insurance
- Training
- Recreation activities

- What measures can be taken by the Company to benefit the construction workers? For this question, the participants were asked to indicate all the measures they consider possible, even if they were not viable. This request is made in order to obtain the major number of ideas.

- Literacy programs for workers and their families
- Health programs
- Bonuses for school supplies when the workers have children
- Training for employees
- Training opportunities for their families
- Life insurance
- Food bonus

Main ideas were written in a whiteboard. At the end of the session, all sheet papers were collected, revised and organized for the elaboration of the strategy.

Appendix 6: Revision dictum

December 6th, 2018

University of International Cooperation (UIC)
Costa Rica

To whom it may concern:

I, Isabel Luna Vargas Tomeno, bearer of the attached Degree on Translation and Interpreting from the University of Granada (SP), hereby confirm that the Final Graduation Project titled "Proposal of a Corporate Social Responsibility Strategy for Prisma Ingenieros S.A. de C.V.", written by Ms Roxana Valiente Amaya, has been reviewed and corrected when necessary.

Sincerely,



Ms Isabel Luna Vargas Tomeno



Juan Carlos I, Rey de España

y en su nombre

El Rector de la Universidad de Granada



Considerando que, conforme a las disposiciones y circunstancias prevenidas por la legislación vigente,

Doña Isabel Luna Vargas Tomeno

nacida el día 2 de julio de 1986 en Granada, de nacionalidad española,

*ha superado los estudios universitarios correspondientes organizados por la Facultad de Traducción e Interpretación,
conforme a un plan de estudios homologado por el Consejo de Universidades,
expide el presente título universitario oficial de*

Licenciada en Traducción e Interpretación

*con validez en todo el territorio nacional, que faculta a la interesada para disfrutar
los derechos que a este título otorgan las disposiciones vigentes.*

Dado en Granada, a 28 de mayo de 2014

La interesada,

El Rector,

Francisco González Ledero

La Jefe del Servicio de Asuntos Generales,

Antonia García Ledo

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