

CENTRAL WATER & SEWERAGE AUTHORITY



2014 ANNUAL REPORT

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EDITOR'S NOTE

I read a blog where the writer stated that the annual report is more than compliance and that it in fact speaks to accountability and communication of a company's culture and the marketing of its brand. So while it is necessary for the CWSA to produce an annual report as outlined in the CWSA Act # 17 of 1991 with amendments in 2007, this report does more than answer to our Board of Directors, it tells you the reader who we are.



Mrs. Symantha George
Editor

accomplishments of the Authority over the reporting period. Where department heads provide reports including projects, programs, accomplishments and other activities and demonstrate that our accomplishments could not be possible without a dedicated team of individuals with a singular purpose; this purpose being to ensure an efficient, effective and affordable service.

The Public Relations and Marketing Department (PRMD) with responsibility for both internal and external customer relations, strives for top quality customer satisfaction. We recognize the importance of effective and constant communication in order to satisfy our customers and this is why we take on board programs that pull the internal customer base together; recreational programs and others which enable us to gather feedback to enable a more efficient administration of the CWSA.

While what we do at the CWSA is necessary and essential, this process must still come together succinctly in order to produce the top quality service that we strive to deliver. Key to our success is our staff and while we are all different as individuals, our one commonality is our love for the work that we do, whether on a regular routine basis or during a crisis as was evident in our most recent handling of challenges in 2010, 2011 and 2013.

The production of this publication by the PRM department acts as a looking glass into the

Most importantly, however, this publication is a source of knowledge retention for future generations in planning and programming for water, sewerage and solid waste management in St Vincent and the Grenadines.

"...this publication is a source of knowledge retention for future generations..."

There can be no doubt that this department has sought to place the Authority, its work, its accomplishments, and its future plans out in the public sphere to such an extent that the average person on the street for the most part understands what we do.

We trust that in times of crisis this working knowledge of the CWSA's operations will engender understanding and support from the general public for our hard working staff.

Finally, the process of pulling together this document was not always a smooth one however, we worked with the satisfaction of knowing that through this medium, we further allow the public insight into what we do and how we do it in order to serve them better. This mindset alone should allow for better understanding and cooperation from all members of staff as we present to you another successful publication.

MINISTER'S MESSAGE

As the Central Water & Sewerage Authority celebrates yet another milestone with the timely publication of its annual audited accounts and this 2014 Annual Report. I take this opportunity on behalf of the Government and People of our Country to congratulate the Institution for continuing to be a beacon, not only in St. Vincent and the Grenadines, but throughout the Caribbean.



Hon. Clayton Burgin
Minister Of Health, Wellness & the
Environment

All of this would not have been possible without the strong and clear policy direction given by our Government, the strategic oversight by the Board of Directors and of equal importance, the commitment, ability and skill of the management and staff of the CWSA. This has manifested itself time and again throughout the last year.

I wish to hereby acknowledge the commitment and support given to the management by the Board of Directors and I also applaud management's consistent focus on continuous improvements in the level of service offered to its customers, the citizens of our Nation. Of equal importance also is the fact that in the face of very serious external economic challenges, the CWSA has managed to maintain healthy balance sheets and statements of comprehensive income.

During the past year 2014, the Government, through the CWSA has continued to improve the quality of lives of many of the less fortunate but ambitious Vincentians by the provision of free water connections to many new homes. These homes were provided either through the Central Government or through the Housing and Land Development Corporation. Several other disadvantaged persons also continue to benefit from the financial

assistance given by the CWSA to the "elderly poor" water consumers on behalf of the Government, a figure which now stands at \$288,000 annually.

I also wish to commend CWSA's current initiatives towards improving the quality and quantity of water supplied to residents in the Central and North Leeward areas. These are important capital investments not only because they benefit and lift the morale

of the residents of these areas but because they provide the Government with improved infrastructure and services to be in a better position to attract business investment opportunities for the area and the Country as a whole.

The forgoing assessment of the current situation at the CWSA leaves very little to be concerned about and for that as Minister of Health and the Environment, I am justly proud. I continue to note the challenges consistently highlighted by the management, including the high level of receivables in the Grenadines for what is a twice weekly garbage collection service. We also acknowledge just how much a reduced cash flow can restrict the dollars spent on much needed continuous improvements.

We are however confident that with continued tangible support from our Government, the Board, Management and Staff that the CWSA will continue to successfully navigate the external landscape and continue to provide our Country with an even higher quality water supply, sewerage and solid waste service.

Honourable Clayton Burgin

CHAIRMAN'S MESSAGE

GROUNDING BOARD, CONNECTED POLICIES

The primary responsibility of the Board of Directors of the Central Water and Sewerage Authority is to give policy-direction to the organization with the aim of fulfilling our mission “to provide all customers with the highest quality water-supply, sewerage and solid waste management-services in an efficient and affordable manner”. In the execution of our mandate, the Board, appointed by Cabinet, in accordance with the CWSA Act of 1991 (with later amendments), is guided by the administration’s policies and objectives which themselves are underpinned by a particular philosophy. We accordingly work in tandem with and under the aegis of the Minister of Health, Wellness and the Environment, who is represented on the Board by his Permanent Secretary, the most senior person after the Minister.

Currently, the CWSA is well placed with a very experienced Board of Directors comprising four seasoned persons from the business sector, two Permanent Secretaries, the Director of Planning, and an ex-Senior Minister of Government. Also on the Board is the General Manager (with university degrees in Engineering) along with his Secretary (currently pursuing a Masters degree in Administration) as stenographer. This team of Directors draws on over 200 years of administrative experience which includes policy-formulation, policy-interpretation and policy-implementation.



Mr. Michael Browne
Chairman

The role of formulating policy – the Board’s essential *raison d’être* – is one of three mega roles within our organization – the other two being management (task of our managers) and operations (task of our employees in general). To be sure, issues touching on these two latter roles arise at Board meetings but only to lead to formulation or clarification of policy.

Our Board has confidence in both management and staff. We provide as much support as possible to both, and avoid “interference” and micro-management.

In this regard, while we remain committed to the well-being of the CWSA family, we are also cognisant of our obligation to the welfare of the wider national community. These two obligations as well as the constraints of relevant legislation provide the backdrop to the Board’s decision-making.

Our *modus operandi* is to capture our policies in “living documents” of the CWSA. The first day of 2014 (the year

covered by this report) was the first day of the first year of our new 5-year strategic plan (2014-2018 inclusive), the product of extensive, comprehensive in-house work of the entire CWSA family. Therein are to be found many policy-positions reflecting decades of CWSA work. It is important that, at all levels of our organization, the strategic plan be understood, bearing in mind the need for periodic review.

January 01, 2014 also marked the beginning of our 2014 business-plan and budget, a copy of which is submitted to our Minister. As with all policy-documents of CWSA, the plan represents the results of our signature bottoms-

“Our Board has confidence in both management and staff. We provide as much support as possible to both, and avoid “interference” and micro-management.”



CWSA 's BOARD OF DIRECTORS

Back Row (Left to Right) - Mr. Maxwell Robertson, Mr. Michael Browne (Chairman), Mr. Grantley Willams, Mr. Louis DeShong and Mr. Raymond Ryan

Sitting (Left to Right) - Mr. Rudolph Daize, Mrs. Laura Anthony-Browne, Mr. Crawford Young (Deputy Chairman)

up approach, and builds on the aforementioned Strategic Plan "This business-plan was this year developed after a comprehensive review of the old strategic plan and the crafting a new 2014-2019 strategic plan." (p.1, 2014 Budget)

January 01, 2014 began the third year of the "Memorandum of Agreement between the CWSA and the CTAWU relating to monthly and daily paid workers of the Authority". The Agreement itself reflects not only our policy position regarding collective bargaining but also our de facto policies as they relate to employees' welfare, including addressing grievances. Our Board had asked that the new agreement be signed by January 01, 2015, and we await formal proposals from the CTAWU.



Signing of the Union Agreement by CWSA & the CTAWU

adopted a new training-policy replacing the earlier (2011) one but building on the policy-architecture contained in that earlier document. As a Board, we will continue to support the education and training of all employees, and to encourage a "culture of personal and professional development."

In order for our policies to remain connected with the organizational and national realities, it is imperative that the CWSA Board stays grounded. We will continue field-trips to our operations throughout SVG; we will stop and

chat with our work-teams on the road as well as our office-workers, we will report leaks when we see or hear of them; we will reveal illegal dumping, we will continue to keep our feet on and our ears to the ground. We will not lose sight of the fact that we are part of the 1% of the world's water, recycled to keep human beings alive (the other 97% are in oceans, and 2% frozen at the Poles); we will not forget that our body is two-thirds water (with bones being 33% water and the brain 85% water). We will remain grounded!

At our March 24, 2014 meeting, the Board of Directors

brain 85% water). We will remain grounded!

GENERAL MANAGER'S MESSAGE

The year 2014 began with the CWSA staff in the midst of the stressful and unenviable task of restoring eight of its eleven water supply systems that were damaged and decommissioned by the December 24th 2013 floods. Thankfully, within a few weeks, the hardworking staff of the CWSA completed the total restoration and was able to gradually return to business as usual. This 2014 Annual Report, which is once again a production of our Public Relations and Marketing department, reports on the business as usual of the CWSA and captures the highlights and achievements of the twelve months of 2014.

As CEO, I am once again happy to report another successful year with each and every department performing creditably when compared to our budgeted plans and also when compared to the performance of the prior year. The execution of our capital expenditure program saw over 65% of our targeted goals being achieved. This meant that in spite of the setbacks of the first few weeks of the year, we were still able to get back on track and to build on the successes of the past.

Within the CWSA, the engineering and operations & maintenance teams constitute the backbone of the organization with prime responsibility for essential service delivery. As was to be expected, the engineering department's plans for 2014 had to be quickly revised to meet the immediate requirements of restoration and rehabilitation of our water infrastructure. In this regard, commendation has to be given to the engineers and technical supervisors who in a short time, redesigned and



Mr. Garth Saunders
General Manager

re-routed sections of our transmission mains to improve resilience and reduce vulnerability. Additionally, the large extent of the damage sustained meant that the resources of the CWSA had to be re-programmed with the result that a few significant projects had to be shelved and eventually replaced with projects that reflected new, more urgent priorities.

During 2014, the CWSA was also the beneficiary of a shipment of pipes and fittings compliments the Government and people of Trinidad & Tobago. The gift formed part of our emergency relief supplies and Prime Minister Kamla Persaud-Bissessar was on hand at the CWSA to make the official handover to Prime Minister Dr. The Hon. Ralph Gonsalves.



Hon. Prime Ministers Dr. Ralph E. Gonsalves and Kamla Persaud-Bissessar along with PRM Manager Joan Ryan

Our new Water Resources unit within the engineering department was able to successfully replace all equipment damaged during the floods and was quickly able to resume the collection and management of the Country's hydrological data. 2014 also saw the formal addition and staffing of the GIS mapping unit and this was augmented by the creation of a SCADA remote monitoring Unit to complement both the design and operations & maintenance departments.

During the crisis period and for the most part of the year the finance and accounting department was also asked to go above and beyond the regular requirements. For several weeks they found themselves having to facilitate multiple emergency requests and to manage teams of workers and manage and dispense supplies in such a manner that achieved the requirements of both expediency and

standard accounting practice. Additionally, the usual close monitoring of review of accounts ensured that both the quality and reliability of our accounts were up to the expected high standards and easily met the tests of both the internal and external audits.

The use of information and communication technology continued to form a significant part of our organizational thrust.

The result of this was that our information technology department continued to grow in stature and importance as internal customer demands continued to increase, keeping pace with external customer requirements. The increasing use of computer software, cell phones, radios, computers, data loggers, climate stations, stream gauges, actuators, sensors etc. touched all areas of our operations and underscored the need to acquire, manage and maintain the latest and best that technology has to offer, all within reasonable and affordable limits.

The importance of teamwork continued to be underscored and facilitated at many departmental and staff meetings. These provided much needed information sharing sessions where employees were often keyed into what was happening in every corner of the organization. In this regard, the role of the Public Relations and Marketing department must be commended as it continued to expand in its role of keeping our staff, customers and stakeholders adequately informed.

Although our achievements in solid waste management are all documented elsewhere in this report, the seriousness of the department's responsibility cannot be overlooked. Environmental maintenance was successfully achieved by a hard-working staff that consistently performed their daily tasks for the most part in obscurity so that we as citizens could all function and do our regular hour jobs in a clean and healthy environment. The overall management of the Unit also focused on expense control

and ensured that in spite of revenue challenges, work proceeded in the required manner. Special commendation must again be given to our sewerage, garage and fleet management departments. Together they ensured that equipment plant and vehicles were readily available and that breakdowns and more importantly, costs were kept to a minimum throughout the year.



Restorative Work Being Done After the 2013 Christmas Eve Floods

In keeping with our customer care and service charter and thrust, the CWSA implemented several important improvements that positively affected our customers. Thanks to the

commitment of in office staff, customer hours were extended by 45 minutes to allow customers to pay bills and access our offices well before 8am. Internally, there was a redesign of the customer area with significant additions to seating and service counters. Customer complaints were also 100% resolved within three days of being lodged and our water tender was deployed into affected areas whenever there was a prolonged outage.

The Human Resources department continued to ensure that staff was not only available but were equipped with appropriate tools, equipment, safety gear, meals and vehicles to function properly in what was generally a safe work environment. On-going training continued at all levels as the organization continued to ready itself for future requirements and demands.

As we look into the future, the challenges continue to mount and now include climate change and its effects, the uncertain and hostile economic environment, increasing customer demands and the need for significantly improved infrastructural planning and environmental management. In this regard we must as an organization and country refrain from lowering the bar of standards and encourage those responsible to overcome the reluctance to enforce simple and basic laws, laws that are meant to protect us and improve the quality of life of our citizens. Only then would we be confident that we would have achieved our goals of quality efficiency and affordability.

ACCOUNTS & FINANCE REPORT

The CWSA's financial performance for 2014 showed an improvement over the performance for the previous year. The 2014 net surplus position after adjustments for the foreign exchange fluctuations improved by \$862K over F/Y 2013.

Although there was no growth in water income from year to year and operational expenses increased slightly, income from other sources increased. The overall receivables position showed some improvement despite not being at the desired level. The main areas of concern remain the continuing non-payment by Grenadines solid



Ms. Monique Hull
Financial Controller

waste customers where only 10% of billings have been collected since 2007. The CWSA will however work on a better legal mechanism to enforce collection of these charges in 2015.

During 2014, there was a revaluation exercise that resulted in increased valuations of several of the CWSA's buildings, this accounted for the \$6.82 million variance seen in both the SOCI and the SOFP below. During 2015

strict attention will be focused on budgetary control, including departmental and project expenses and tighter management of receivables.

STATEMENT OF COMPREHENSIVE INCOME (SOCI)

(Extracts from 2014 Audited Financial Statements)

	2014	2013
	\$ 000	\$ 000
REVENUES:		
Water Income	17,471	17,451
Sewerage Income	670	668
Solid Waste Income	7,926	7,543
Other Water & Sewerage Related Income	537	445
Government Grant	319	325
Other income	512	410
TOTAL REVENUES	27,435	26,842
OPERATIONAL COSTS		
	\$ 000	\$ 000
Production & Maintenance	(14,272)	(12,587)
Administrative Costs	(11,224)	(11,764)
Foreign Exchange Loss	1,370	(596)
Finance Charges	(460)	(682)
TOTAL OPERATIONAL COSTS	(24,586)	(25,629)
SURPLUS	2,849	1,213
Revaluation of Property, Plant & Equipment	0	6,826
TOTAL COMPREHENSIVE INCOME	2,849	8,039

STATEMENT OF FINANCIAL POSITION

(Extracts from 2014 Audited Financial Statements)

	2014	2013
	\$ 000	\$ 000
ASSETS:		
NON-CURRENT ASSETS		
Property, Plant & Equipment	78,063	79,138
TOTAL NON-CURRENT ASSETS	<u>78,063</u>	<u>79,138</u>
CURRENT ASSETS		
Investments	2,282	2,204
Trade Receivables	7,766	8,855
Other Receivables	379	213
Prepayments	251	325
Inventories	4,485	3,766
Cash on Hand and at Bank	805	1,138
TOTAL CURRENT ASSETS	<u>15,942</u>	<u>16,501</u>
TOTAL ASSETS	<u>94,005</u>	<u>95,640</u>
EQUITY AND LIABILITIES		
	\$ 000	\$ 000
EQUITY		
Retained Earnings	30,422	27,573
Revaluation Surplus	18,978	18,978
Contributed Capital	589	589
TOTAL EQUITY	<u>47,140</u>	<u>47,140</u>
NON-CURRENT LIABILITIES		
Long Term Loans	10,001	14,228
Employee Benefits	207	243
Customers Contributions	12,369	11,986
Deferred Income	15,698	16,019
TOTAL NON-CURRENT LIABILITIES	<u>38,275</u>	<u>42,475</u>
CURRENT LIABILITIES		
Bank Overdraft	0	0
Accounts Payable and Accrued Liabilities	2,847	2,867
Current Portion of Long Term Loans	2,894	3,157
TOTAL CURRENT LIABILITIES	<u>6,024</u>	<u>6,024</u>
TOTAL LIABILITIES	<u>44,016</u>	<u>48,499</u>
TOTAL EQUITY AND LIABILITIES	<u>94,005</u>	<u>95,640</u>

PUBLIC RELATIONS & MARKETING REPORT

During 2014, the Public Relations and Marketing Department functioned effectively and within its operational budget of \$369,750. The corresponding main program of activities, included overarching responsibilities of the department and the CWSA Annual Report, Calendar production, the planning and implementation of Water Week and the Annual Staff Dinner and Awards ceremony. All of these initiatives were targeted at both internal and external customers.



Ms. Joan Ryan
Public Relations & Marketing
Manager

CWSA DINNER AND AWARDS CEREMONY

Over 200 staff members along with one invitee attended the 2014 event held at the Spring Garden Estate under the central theme “Florals and Pastels”. Several employees were celebrated for Long and distinguished service to the institution in the following categories:

WATER WEEK 2014 ACTIVITIES

The 2014 week of activities was held from March 16th to 22nd and included World Water Day on March 22nd. Throughout the week, activities were again focused on the youth, hence the invitations to both primary and secondary schools to participate in our activities. Four primary schools visited our landfills while eleven other primary schools were visited by our staff. Five secondary schools from Kingstown were hosted at the CWSA headquarters where staff from different departments gave talks and advice on the different careers available at the CWSA.

CWSA ANNUAL CALENDAR

There is no doubt that the calendars produced by the Authority through the efforts of the Department are sought after by many Vincentians at home and abroad. The 2014 wall calendar was produced entirely in-house under the theme – “Water for Life” and showcased several uses of both fresh and salt water.

The desk calendar was produced in collaboration with the Environmental Management Division within the Ministry of Health, Wellness & the Environment and the photographs used came from the winners of a national biodiversity photo competition.

15 YEARS:

- Carlus Browne
- Bradley Jackson
- Kenute Straker
- Suzette Bradshaw
- Frederick Hooper
- Kem Bartholomew
- Latoya Simon-Antoine
- Garth Saunders

20 YEARS:

- Asquith Homer
- Garfield Toussaint
- Lemery Roberts
- Noel Phillips
- Claudius Philmore Lewis
- Jose Forde
- Marcus Pierre
- Susette May

25 YEARS:

- Suzette Phillips
- Tyrone Gibson
- Devons Huggins
- Hanis Roberts
- Gaylene Matthias
- Christel John
- Kalique Lewis

30 YEARS:

- Dick Brackin
- Juney Myers
- Phillip James
- Vernon Jarvis



Water Week - Schools ' Conservation Visit



Water Week - Schools ' Career Fair

COMMUNITY OUTREACH

GENERAL

Another component of the department's responsibilities is community outreach. During 2014 the department again printed and distributed flyers encouraging proper solid waste management, white goods collection and management within communities.

A very important and often unreported aspect of the department's outreach efforts is our communication with customers through the use of the telephone. A substantial part of the day's activities during the reporting period was taken up answering customer queries on illegal dumping, littering, burning of garbage in the communities, leaks, bill clarification, water outages, request to do presentations and visits to water catchments.

Community outreach was also rendered in the form of assistance with beach and river clean-ups, free skip services and standpipes placed and installed throughout Kingstown during the carnival season. Get clean bumper stickers were also distributed to individuals and institutions for placement on their vehicles.

CWSA FACEBOOK PAGE

The CWSA Facebook page has become a reliable and necessary means for the dissemination of information to customers that are users of facebook. For 2014, the page was updated to include highlights of our General Manager's visit to WASA (Water & Sewerage Authority) in Trinidad, official recognition of the Trinidad and

Tobago Government's support of SVG in the aftermath of the December 2013 floods, the white goods collection schedule, illegal dumping, SVG monthly weather bulletins and water disruption notices and highlights. The cover page and cover photo were also frequently updated to reflect selected special seasons including Christmas and Independence, with appropriate messages.

MEDIA HIGHLIGHTS

Major media highlights for 2014 included information on the 2013 December floods, these included press releases, news features and interviews with the various media houses. Other media interviews dealt with the Edinboro cleanup, Illegal dumping at Brighton and International Coastal Cleanup activities.

RADIO

The CWSA continued its monthly sponsorship of the midday news on NBC radio and included important messages to customers and members of the public in general.

There was also participation in several interactive radio programs on various radio stations including during Water Week 2014. The department also hosted a twice monthly interactive half hour program on We FM where we took a closer look at the Authority's functions and gave advice on the usefulness of public participation in our programs and initiatives. Several routine announcements and notices of disruptions and solid waste schedules were also aired.

PRINT

The print media was again utilized for advertisements involving staff vacancies; tender offerings, white goods, collections and changes to solid waste collection schedules.

SCHOOLS PROGRAMME

During the year in review several schools visited the Diamond and Belle Isle Landfills, the Septage Lagoon and Sanitary landfills on Bequia and Union Island. Schools that visited included:

St Vincent Community College
Kingstown Government School
Mountain View Secondary
Brighton Government
Spring Village Primary
Richland Park Primary

Schools were also introduced to soil testing, composting and general landfill operations at the Diamond Landfill, as part of water Week 2014. The PR & Marketing Assistant also participated in the Clare Valley Government School Career Fair, while the CWSA donated a water tank to the St Clair Deacon Secondary school for the start of the September 2014 school year.

SUMMER PROGRAMMES

The PR & Marketing Assistant along with Gabby the Solid waste mascot, participated in the Vinsave Summer program and spoke to the children about “Protecting and Caring for the Environment”. The children also visited the Dalaway treatment plant. Other summer programs utilizing the services of Gabby included the Uncle Luke’s

Kids Club and the CYEN summer programs. The Public Relations & Marketing Assistant conducted a session on the “Effects of Marine Waste on the Fishing Industry” at the Ministry of Fisheries Summer camp.

INTERNAL RELATIONS

Three general staff meetings were held at the New Montrose Complex for 2014, additionally, staff were brought up to date on end of year activities at the annual staff dinner and awards ceremony. Highlights from staff meetings in 2014 included power point presentations by the General Manager geared towards providing information and training to staff on various aspects of the CWSA policies and programs. Feature presentations at the staff meetings were made of the damage and restoration work resulting from the December 2013 floods, restoration work on the sewerage outfall in Kingstown and detailed discussions on the training policy. Other matters discussed at these meetings dealt with departmental reports and general updates on projects and maintenance work in the CWSA.

The department also coordinated an Independence cultural social activity which was held on the 24th of October. Departments competed against each other in best song, best dress and domino competitions. To usher in the Christmas season, a Christmas Creole Evening featuring songs and speeches from six departments was held to the delight of staff.

Independence Creole Evening - Accounts & Finance Department



Christmas Creole Evening - H.R. Dept



HUMAN RESOURCES REPORT

Our employees continue to be the most important asset in the CWSA's constant drive to achieve its mission. During 2014, we continued to invest in our employees with the expectation that they will inspire others, including our customers. Efforts were aimed at improving morale, building teamwork and team spirit, enhancing skills and ultimately increasing productivity for greater impact.



Mrs. Yvette Daniel
Human Resource Manager

Operators

Joab Samuel - **Labourer**

Angus Lewis - **Treatment Plant Attendant**

Jamal Gurley, Kemani Robinson, Kamel Soleyn and Kenron Richardson -

Labourers

Zascha Robertson - **Technician**

Assistant

Alf Phillips - **District Supervisor**

STAFFING POSITION

At January 31st, 2014 the following represented our staffing compliment.

CWSA STAFFING	SOLID WASTE	WATER & SEWERAGE
PERMANENT	74	219
TEMPORARY	9 (VARIES)	21 (VARIES)

RECRUITMENT

There were two (2) new recruits appointed on probation during 2014, Mr. Akil Homer and Mr. Gordon Alexander, both Meter Readers.

CONFIRMATIONS

The following temporary employees were made permanent members of staff during 2014:

FROM THE SOLID WASTE UNIT

Orande Harry, Kenmore James and Cecil McDowald - **Truck Attendants**

Benedict Caine, Albert Bobb, Romano Ross and Xavique Doughty - **Landfill Spotters**

FROM WATER & SEWERAGE

Codmas Francois and Darren Thomas - **Chlorinator**

TEMPORARY ATTACHMENTS

Under the Supportive Education and Training Programme, Mr. Sheldon DaSouza was appointed on one (1) year's attachment as a Technician Assistant, with the Water Resources Department.

Fourteen (14) students from the SVG Community College - Division of Technical Studies, Aganar training course offered by the Partners of the Americas, Georgetown Technical Institute, Kingstown Technical Institute, and the Barrouallie Technical Institute completed attachments in various departments of the organization. Summer employment was also offered to three (3) University students.

PROMOTIONS

Mr. Elvin Roberts - to the post of District Supervisor

Mr. Jamil Alves - to the post of Apprentice Pipefitter.

Mr. Rodway McLean-Power - to the post of Senior Engineering Technician

Mrs. Paula Mills - to the post of Senior Customer Services Clerk.

RETIREMENT

The following employees retired during 2014:

Mr. Tyrone Gibson after twenty-five (25) years of service

and Mr. Errol Layne after forty (40) years of service. The CWSA wishes them good health and long life in this next stage of their lives.



2014 Awards



Mr. Tyrone "Bully" Gibson receiving his award from the General Manager

TRAINING

Performance evaluations for all members of staff were conducted during 2014. The outcome led to two hundred and nine (209) employees participating in the following training programs locally, in-house and overseas during 2014.

- | | |
|---|--|
| <ul style="list-style-type: none"> • Drought monitoring & planning, Integrated Water Resources Management, Regional Climate Outlook forums • Defensive driving • International Financial Reporting standards, Fraud Awareness • Health & Wellness • Inventory Management | <ul style="list-style-type: none"> • GIS - ESRI International User Conference, CWWA conference • Isratech Water Works- Caribbean Technical Workshop • Caribbean Marketing Conference • CAWASA Operator's Conference, Strategic Alliance for Water loss • Management of Composting |
|---|--|

The following employees successfully completed the thirteen (13) weeks Supervisory Management Certificate course offered by the University of the West Indies Open Campus:

- **Curtis Browne** – District Supervisor
- **Raffique FitzPatrick** - Technician Assistant- Water Resources
- **Tyrone Oliver** - Pipefitter/Driver
- **Danroy Ballantyne** - Senior Engineering Technician- Water Resources
- **Elvin Roberts** - District Supervisor
- **Varn Edwards** - District Supervisor
- **Vialey Richards** - Gauging Technician - Water Resources Department
- **Verrol Henry** - District Supervisor
- **Rohan Enville** - Solid Waste Management Unit
- **Kalique Lewis** - Solid Waste Management Unit

The following employees successfully completed the thirteen (13) week Projects Management Certificate course offered by the University of the West Indies Open Campus:

- **Jonathan Francis** - Engineer
- **Heleanor Creese** - Accounts Supervisor
- **Raymond Victory** - Engineer

Mrs. Charlene Edwards, Accountant and **Mr. Kem Bartholomew**- Engineer, successfully completed the Water Utility Reform training course.

Mr. Elvin Roberts, District Supervisor, successfully completed the Sanitation and Governance training course.

Mr. Mikhail Akers, Technician Assistant successfully completed the Caribbean Institute for Meteorology and Hydrology Technician Course.

Mr. Jaiwani Sayers, Mechanic, successfully completed the online Diesel/Heavy trucks Maintenance course offered by the Penn Foster Career school in the U.S.A.

Mr. Bradley Jackson, Meter Reader was successful at the Associated Board of Certification Water Distribution Class 2 examination.

Ms. Ronique Glasgow - Human Resources Clerk and **Mrs. Symantha George** - Public Relations & Marketing Assistant successfully completed the B.Sc. Management programme offered by the University of the West Indies through the Open campus.

Mr. Bernard Maloney, Engineer, proceeded on eighteen (18) months study leave to enable him to undertake a course of study leading to a Master of Water Resources Management at the University of South Australia in Adelaide, Australia.

Ms. Zascha Robertson, proceeded on eight (8) months study leave to pursue studies leading to the Hydrological Technician Certificate from the Caribbean Meteorology and Hydrology Institute in Barbados.

Mr. Raffique FitzPatrick, Technician Assistant commenced studies at the University of the West Indies, St. Augustine Campus, leading to a Certificate in Geographic & Land Information System.

EDUCATION GRANTS

The following students were awarded Education Grants for Secondary School: Rodecia Grant, Antonique Billingy, Terrica Stapleton and Dorian Archibald. Bursaries were also given to the following students: Kyron Plaugh, Kelly-Ann Murray and Kesheema Simmons.

LONG-SERVICE AWARDS

Seven (7) of our employees were recognised for longstanding service to the CWSA (25 years) at the Annual Christmas Dinner: Christel John, Devons Huggins, Gaylene Matthias, Hanis Roberts, Kalique Lewis Suzette Phillips and Tyrone Gibson.

STAFF WELLNESS

Wellness Education is now a new initiative within the CWSA, having been formally launched in conjunction with the Ministry of Health Wellness and the Environment in 2014. The initiative was started in an effort to curb the number of employees with lifestyle diseases and to promote wellness among staff. Members are briefed about self care and encouraged to join the newly introduced in-house keep fit classes on Tuesdays and Thursdays.



Participants in the Wellness Workshop



Scholarship & Bursary Recipients pose with Parents and Staff

ENGINEERING REPORT

CAPITAL PROJECTS

Among the very important works carried out by the Central Water and Sewerage Authority for 2014 were its capital projects. These jobs are the responsibility of the Engineering Department which ensures the conceptualization, planning, execution and management of the various projects through to completion. For the 2014 period, work carried out focused on improvement to the water supply system, pipeline improvement, improvement to and execution of digital mapping and repairs to the sewerage outfall in Kingstown.

HERMITAGE WATER SUPPLY IMPROVEMENT PROJECT

The main purpose of this project is to provide a more reliable supply to the North Leeward district. The construction of a 250,000 gallon storage tank in Rose Hall was completed at the end of December 2013 and one section of the storage tank along with the pipelines was commissioned in January 2014. In May, the floor joints for the second section of this storage tank were sealed and the tank tested and disinfected. Also on this system, some realignment of the pipeline to Spring Village was done. The expenditure on this project for 2014 was \$1.36 million dollars.

KINGSTOWN LINES REPLACEMENT PROJECT

This project is aimed at replacing the last remaining sections of over sixty year old 3" and 4" cast iron pipes in Kingstown with 4" ductile iron pipes and smaller distribution lines. In 2014, some 300 feet of pipeline was installed along Mc Coy street to the ring main on Bay Street and along Higginson



Mr. Brian Da Silva
Engineering Manager

and Bedford streets. This brought the total amount of pipes replaced to approximately 1245 feet. The expenditure on this project in 2014 was \$125,600.

MAMOON WATER SUPPLY IMPROVEMENT

The Mamoon water supply project consists of the supply and installation of 120 gpm (gallons per minute) treatment plant using pre-treatment and a series of multimedia rapid filters. In September 2014 the construction of the building to house the plant started and VINLEC began work on a three-phase power supply to the site. The treatment plant was eventually installed and commissioned in December 2014. However, it was not made operational at that time due to a restriction in flow caused by debris entering the raw water intake pipeline. This problem was later successfully resolved. The expenditure in 2014 was \$431,200.



Workers at the Mamoon site

SEWER OUTFALL REPAIR PROJECT

This project sought to repair two major sections of the broken 16" sea outfall that forms part of the sewerage system in Kingstown. A contract was awarded to a local contractor to effect repairs to two breaks, totaling about 140 feet on the 16" uPVC sewer outfall. The repair work to the two broken sections of the outfall was completed in May 2014. The cost of carrying out these repairs amounted to \$143,700.



The damaged Sewer Outfall Pipe

RESANDING DALAWAY SAND FILTERS

In May of 2014, one of the four filters was completely resanded, and in July, two filters were re-commissioned and work continued on the gravel supporting layer of a third filter. Work on the gravel supporting layers of one of the filters was completed by the end of the year. The task of finding local suitable filter sand to re-sand continues to be a difficult proposition. The expenditure on this project by the end of 2014 was \$173,600.

GUNN HILL/ FORT LINE REPLACEMENT PROJECT

This on-going project involves the replacement of approximately 2,000 feet of old 4" galvanized iron pipes with 6" and 4" ductile iron pipes. Work on this project began in June with the addition of 540 feet of 6" pipes installed along the Gunn Hill main road. In July, a further 160 feet of 6" ductile iron pipes was installed. The cost of this project so far is \$52,300.

PETER'S HOPE (GECCU, NIS) HOUSING PROJECT

This project involves the installation of a water reticulation system and a storage tank for approximately 20 lots at Peter's Hope. The total amount of pipeline is about 16,910 feet and the capacity of the proposed tank is 2,000 gallons. By the end of November 2014, 486 feet of 4" pipes were installed. Expenditure to date for this project is \$13,100.

GIS –UNIT 2014

The GIS (Graphical Information Unit System) Unit was established with the aim of digitally modeling the entire water system in St. Vincent by collecting geospatial data on the pipelines and assets. Data collection began in May 2014 and was done by Mr. Raffique Fitzpatrick, Engineer Jonathan Francis and Mr. Rodway Power as the supervisor. The data was collected using the post-processed kinematic survey method (PPK), which allowed for continuous data collection. Another method used was the Static Survey Method which was used to collect static points.

Some issues that arose included loss of satellite connections due to cloud and tree cover, lack of experience and technical knowledge of the equipment and software used and weak signal in certain areas when using the mains racer. These issues are currently being addressed. In 2015 the collection of data would hopefully be increased from an average twice weekly to a daily basis with the addition of a designated vehicle and technical assistance.

SOLID WASTE MANAGEMENT REPORT

In 2014 the Solid Waste Management Unit (SWMU) continued to strive for improvements in the provision of waste collection and disposal services to its domestic, commercial and institutional customers throughout the state. The year started with an increased demand on the collection and disposal services owing to the floods of December 24th 2013, which generated a significant quantity of debris, both natural and manmade, which had to be collected and then transported to the Landfills. These services however returned to normal levels of operation by the end of February.

WASTE COLLECTIONS HIGHLIGHTS

During 2014, in an effort to upgrade its collection fleet and improve waste collection output, the SWMU purchased one new waste compactor with a capacity of 8



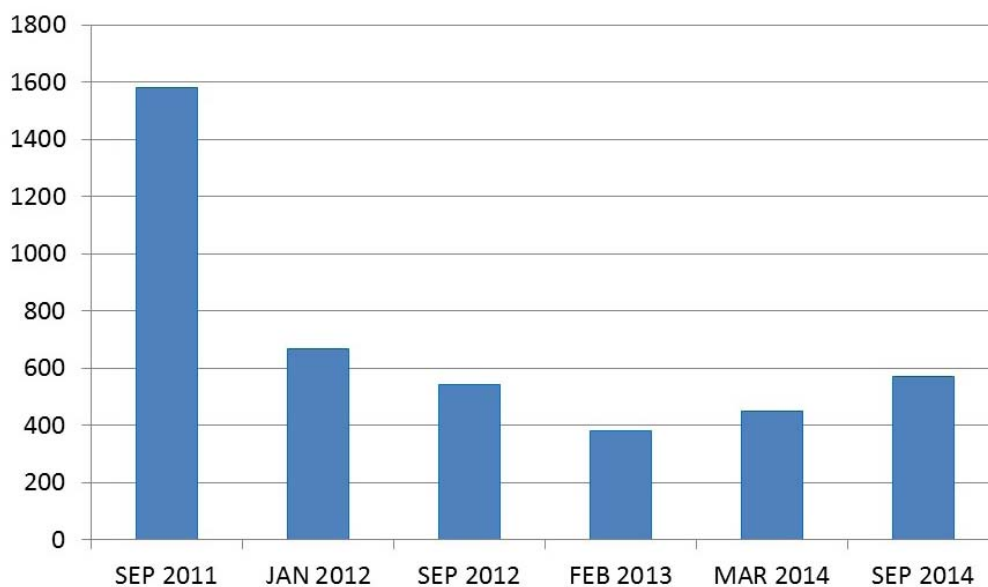
Mr. Winsbert Quow
Solid Waste Manager

cubic yards and a new skip truck. This effort is a continuance of the SWMU's vehicle replacement programme. The skip service has grown in demand and contributes to 35% of the total waste collected by the SWMU and improvement of this service was seen as essential.

WHITE GOODS COLLECTION SERVICE

The free white goods collections service also continued in 2014. Two (2) episodes were executed in April and September which yielded 451 and 569 cubic meters of material respectively. The SWMU and its contractors however continue to face problems of non-compliance with published schedules and it has been agreed that the Public Relations Department will adjust its public relations initiatives for future white-goods collections in an effort to encourage greater compliance by residents.

VOLUME OF WHITE GOODS COLLECTED 2011-2014 (m3)

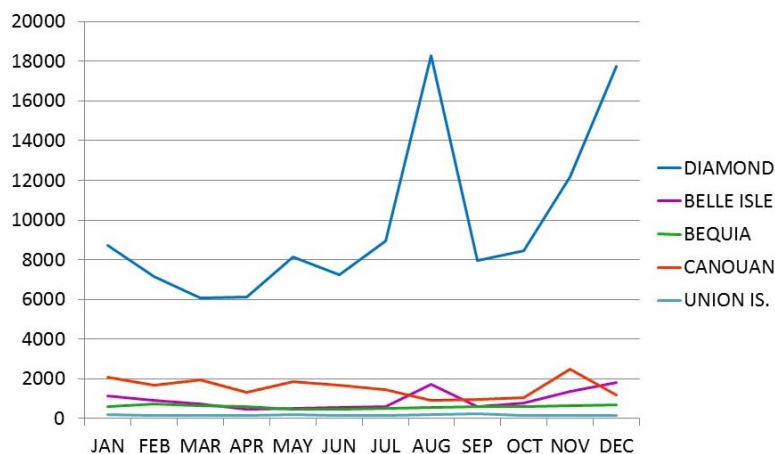


WASTE DISPOSAL HIGHLIGHTS

The Belle Isle landfill facility saw continued work on the preparation of a new cell for the depositing of garbage. The progress on this initiative was slowed owing to wet weather conditions, the unavailability of equipment on a consistent basis and difficulties encountered in sourcing appropriate material for temporary access road construction. Despite this, work remained on schedule to be completed in 2015.

Operations at the Diamond landfill were fairly routine for most of the year. However, one major challenge occurred resulting from a breakdown of a main piece of heavy equipment on site in September. This resulted in an unusually large quantity of garbage left without compaction and soil cover for a prolonged period of time. To restore the site to its normal working conditions, the SWMU partnered with a private business, the IADC and the water section for the provision of the required heavy equipment to facilitate remedial works.

WASTE ARRIVING AT LANDFILLS IN 2014 – (M³)



GRENADINES HIGHLIGHTS

BEQUIA: In the Grenadines the SWMU continued to forge ahead with its plans to construct recycling facilities on the Island, this is in an effort to ensure the sustainability of the waste disposal operations and eventually reduce what is landfilled.

CANOUAN: Landfill operations at the existing facility continued but were not without its challenges. During the

middle of the year, equipment failure by the independent contractor resulted in sub-optimal conditions for many months and this had to be finally resolved by the direct intervention of the SWMU.

UNION ISLAND: As the lack of landfill space becomes most critical on Union Island, the SWMU made some progress in 2014 with the plans to build a recycling facility in the area called Ms. Campbell. This site was identified and proposed under a previous consultancy and approved by Cabinet in June 2005. The site has been surveyed and the land acquisition and the completion of the final designs will proceed in 2015.

MAINTENANCE HIGHLIGHTS

The maintenance department continued initiatives to modernize the operations in terms of equipment procurement and staff development. Several pieces of specialized tools were purchased to reduce the turnaround time for the servicing of equipment while two of the

mechanics commenced courses aimed at upgrading their ability to respond to the maintenance needs of modern and computerized equipment. Mr. Jaiwani Sayers completed a certificate level course in Diesel Mechanics and Heavy Truck Maintenance offered by the Penn Foster College in the United States and Mr. Adam Babb commenced a certificate level course in Electromechanical Technician offered by the George Browne College in Canada.

STAFF ACCOMMODATION

To improve accommodations for the some 25 waste collection staff members stationed at Arnos Vale, construction of the new and improved office quarters commenced in November. The Arnos Vale Solid Waste Office Complex will be host to the dispatchers office, locker rooms, a store room, bathrooms, a lunch room and a meeting area. The project is scheduled for completion in late 2015.

INFORMATION TECHNOLOGY REPORT

During the year 2014, the Information Technology (IT) department pursued a few new initiatives and was also able to implement new information and communication technology (ICT) management practices. Consistent with its mandate, the department focused on its main responsibility of delivering consistent service to all departments and operations of the CWSA, while maintaining the vital IT network infrastructure and telecommunications services.

In so doing the department in 2014 continued with;



Mrs. Melissa McKenzie
Information Technology Manager

SECURITY & RISK MANAGEMENT

The annual information technology audit of our ICT policies and practices continues to aid in identifying areas of weaknesses and risk and forces us to adapt current and best practices in order to mitigate our vulnerabilities.

Important work was also continued with updating the disaster recovery plan, including a special focus on plans,

procedures and measures that will enable the recovery of CWSA systems, operations and data after a prolonged downtime or disaster event.

ROUTINE OPERATIONS AND MAINTENANCE

- Software improvements and hardware solutions to achieve both user and customer satisfaction.
- The extension, upgrade and strengthening of the network infrastructure by linking more outposts to the main office.
- The planned and sometimes unplanned replacement and upgrades of equipment hardware and software. These included printers, computers, uninterruptible power sources and other equipment.
- The enhancement of the data and information security in a time of both opportunity and challenge. These included a combination of antivirus software, firewalls and spyware and other tools.
- Improvements to the billing system, including the bill printer to improve the efficiency of the bill printing cycle.
- The maintenance and information updates to the CWSA website, www.cwsasvg.com

E-BILLING PROJECT

During 2014, the department spearheaded the CWSA electronic billing (e-bill) project, which involves changes to our software system in order to enable customers to

access and view their account history and bills online.

This project has so far been progressing smoothly and is slated to come on stream by mid - 2015.

It is also planned that the e-bill view project will very quickly

evolve to include a bill paying platform in the future. As we shift towards sharing information electronically, it is our hope that customers would adapt the 'going green' paperless campaign and that the project will eliminate paper usage thereby reducing operating costs and improving efficiencies.

As CWSA moves into another year, the information technology department continues the partnership internally with other departments to deliver and sustain technology solutions across the organization.

"...it is our hope that customers adapt the 'going green' paperless campaign..."

CUSTOMER CARE REPORT

The Customer Service Department continued on the path of continuous improvements during 2014. Significant strides were made and various initiatives were implemented to improve and strengthen the department in an effort to meet the growing needs of our customers.



Mr. Phillip Dalrymple
Customer Care Manager

COMPLAINTS MANAGEMENT

The Customer Service Call Centre continued to receive, manage and resolve complaints to the general satisfaction of our customers. There is however always room for improvement. The system of receiving and logging complaints allows for next day follow-up which helps in ensuring that our 48-hour deadline is almost always met. The Department averaged 93% problem/complaints resolution within 48 hours throughout 2014.

BILL DISTRIBUTION

The distribution of bills to customers continued to be problematic in a few cases. For customers without Post Boxes, bill distribution whether by the Post Office or private bill distributors is sometimes late and reflects a diminution in the service offered. The CWSA is therefore encouraging its customers to utilise the Post Office or to sign up for our e-bill view services soon to be made available online.

METER READING

The meter reading section was strengthened by the appointment of an additional supervisor and by increasing the number of readers to assist with the distribution of bills. These changes have led to improvements in the efficiency of the meter reading schedule and the response time in flagging and resolving customer anomalies. Meter readers, during their monthly visits, also

continued to assist customers in the early identification and resolution of leaks and issues of wastage.

IN-OFFICE SERVICE

In direct response to several customers who arrive early at our main office to pay bills before going into Kingstown, the department took the decision to extend the hours of the cash office to allow for a 7:30 am start. This change now allows customers who work in Kingstown to pay their bills and still be able to arrive on the job before 8:00 am. The full complement of customer service frontline staff now stands at six and includes two full-time enquiries staff in a separate comfortable location.

STAFF TRAINING

Several members of staff also received training in 2014 in areas of supervisory and time management and two employees gained the bachelor's degree in management

studies. Additionally, in recognition of the need to improve safety and the corporate image associated with the operation of our vehicles, several drivers participated in a successful workshop on defensive driving during the year.

GENERAL

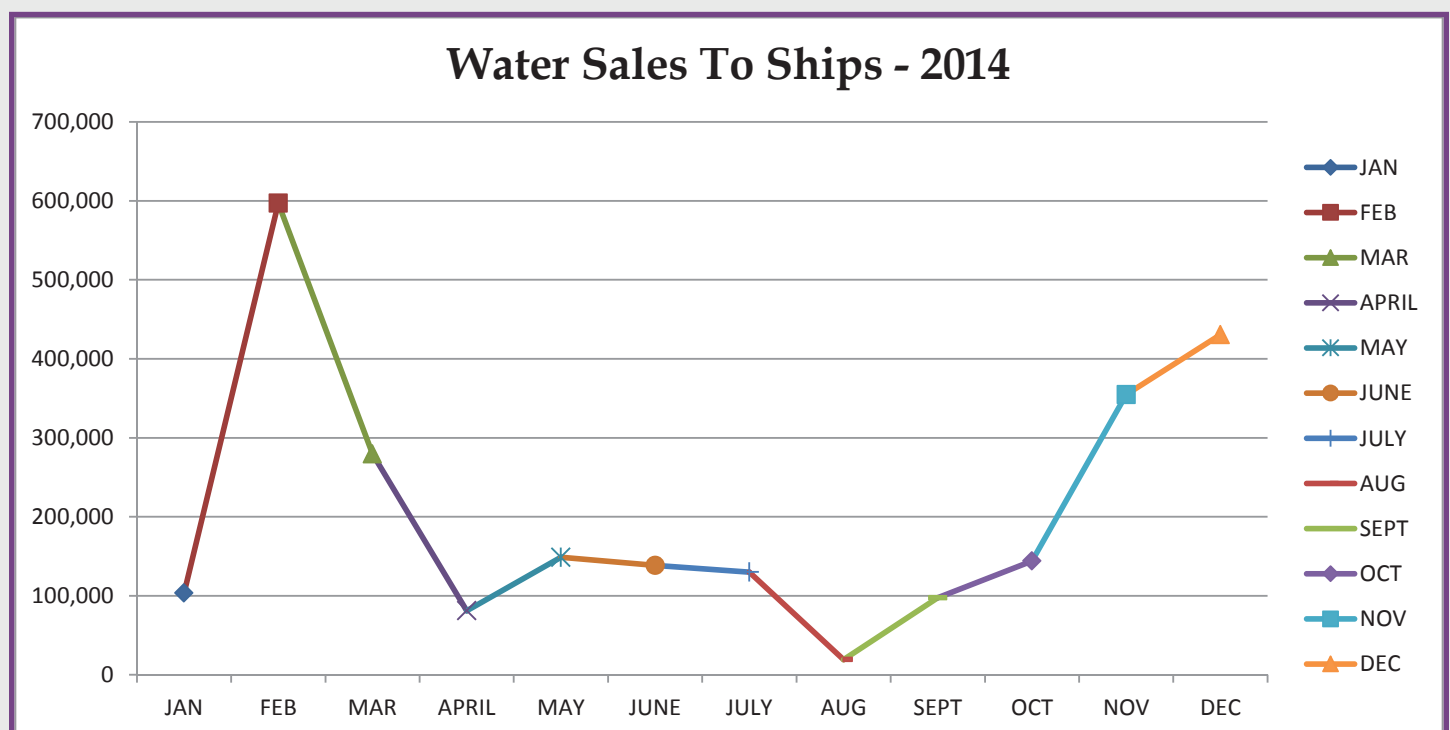
In recognition of the fact that customer service extends beyond the confines of our main office, the department continued to work very closely with the engineering and operations departments to ensure that customers were provided with a 24/7 service of the highest quality. This was accomplished by following up on complaints, repairs to leaks, new connections and other customer requests. During the early part of 2014, the customer service staff

was also very involved in the distribution of water from our water tender in the aftermath of the December 2013 floods and pipeline damages.

METERED WATER SALES

A growing portion of the CWSA's water revenue is tourism related and comes from the sale of water to ships, mainly to the cruise ships. These sales continued to show a cyclical trend consistent with the start and end of the cruise season. The total gallons of water sold to ships for the period Jan – Dec 2014 is represented in the graph below.

The relatively low January 2014 sales was as a result of the December 2013 Floods and the unavailability of supplies.



THE YEAR IN PICTURES



ELVIN ROBERTS OPENING ANNUAL DINNER & STAFF
AWARDS IN PRAYER



A VIEW OF THE EVENT HALL



A SECTION OF THE DINNER PRODUCTION COMMITTEE



EMPLOYEES POSE WITH GUESTS



EMPLOYEE YOLANDA DYER POSES WITH HUSBAND



EMPLOYEE JONATHAN ABRAHAM POSES WITH WIFE



EMPLOYEES ALONZO DELLIMORE, MARC BRIGGS & LESROY
ARTHUR



CURTIS HACKSHAW



OSSIAH STEPHENS & VALMAY DUNCAN AND GUESTS



SOLID WASTE MANAGER WINSBERT QUOW & GARY DA SILVA



PATRINA GARRAWAY



EMPLOYEES SHARING A LAUGH AND POSING FOR THE CAMERA



HON. MINISTER, CLAYTON BURGIN



CHAIRMAN OF THE BOARD MICHAEL BROWNE & WIFE



EMPLOYEES JAIWANI SAYERS & GENIENE BROWNE



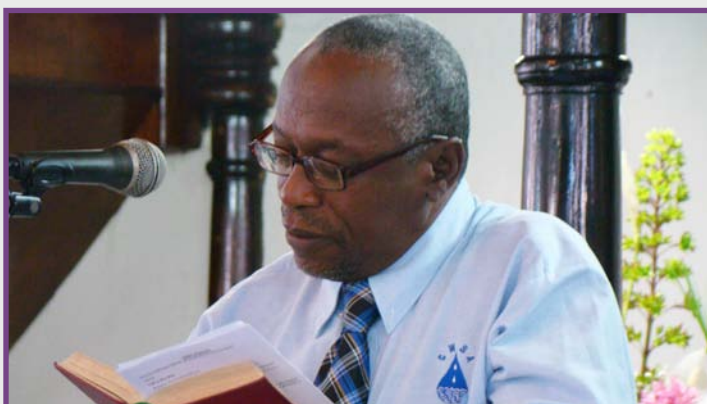
GENERAL MANAGER, GARTH SAUNDERS



WATER WEEK: DIAMOND LANDFILL VISIT



WATER WEEK: BEQUIA LANDFILL VISIT



WATER WEEK: CHURCH SERVICE



WATER WEEK: CHURCH SERVICE



WATER WEEK: SCHOOLS' CAREER DAY



WATER WEEK: COMMUNITY PROJECT



WATER WEEK: SCHOOLS' VISITS



SVGS CAREER DAY WITH WATER RESOURCE TECHNICIAN ZASCHA ROBERTSON



ENGINEERING STAFF CONDUCTING DEMONSTRATIONS AT
NEW MONTROSE TECHNICAL OPERATIONS COMPLEX



GABBY WITH CHILDREN AT UNCLE LUKE'S SUMMER
PROGRAMME



RUNNING PIPES AT THE FOUNTAIN STRETCH WHICH WAS
BEING REFURBISHED AT THE TIME



HANDING OVER OF BILLBOARD DONATION TO FAIRHALL
PRIMARY SCHOOL



STUDENT PLANTS TREE AT MAJORCA FOR TREELYMPICS
2014



FORESTRY DEPARTMENT REP CASMUS MC CLOUD
SPEAKING TO STUDENTS AT TREELYMPICS



WATER DISTRIBUTION VOYAGE TO MAYREAU



2014 CARIBBEAN LEADERSHIP SUMMIT



CHRISTMAS CREOLE EVENING: CUSTOMER CARE
DEPARTMENT



CHRISTMAS CREOLE EVENING: PART OF THE ACCOUNTS &
FINANCE DEPARTMENT



INDEPENDENCE CREOLE EVENING: INFORMATION
TECHNOLOGY DEPARTMENT



INDEPENDENCE CREOLE EVENING: ACCOUNTS & FINANCE
DEPARTMENT



SOLID WASTE EMPLOYEES AT FIRST DATA MANAGEMENT
MEETING



TEST SHOOT FOR PERSPECTIVES TELEVISION SHOW



MEETING OF COLLABORATORS FOR INTERNATIONAL
COASTAL CLEANUP



MEETING OF COLLABORATORS FOR INTERNATIONAL
COASTAL CLEANUP



Our Mission Statement

To consistently provide all consumers with the highest quality water supply, sewerage and solid waste management services in an efficient and affordable manner.



LAYOUT & DESIGN:
Ms. Rae-Anne Mc Dowall

PRODUCTION TEAM:

Ms. Rae-Anne Mc Dowall
Ms. Joan Ryan
Mr. Garth Saunders
Mrs. Symantha George