

2013



CENTRAL WATER & SEWERAGE AUTHORITY

ANNUAL REPORT



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EDITOR'S NOTE

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Members of the same organisation often share the similar beliefs and values. For example, a C.W.S.A employee is more likely to agree with another C.W.S.A employee than with a VINLEC employee on the importance of good customer service. Van den Steen in his article argued that shared beliefs and values have such a persuasive influence that they tend to reduce or eliminate differences in objectives and thus eliminate the root causes of problems within the organisation that may arise from differences. He further argued that these shared beliefs also lead to more delegation, less monitoring, higher satisfaction, higher motivation, faster coordination... and more communication, but also to less experimentation and less information collection.

If for example a manager and her subordinate held similar beliefs then that manager would be more comfortable allowing the employee who

may have more time to focus on better local information and to execute decisions with far less of a need to monitor the subordinate. Further, similar values and objectives also mean that neither the manager nor the subordinate needs to persuade the other.

The values and behaviours that determine how a company's employees and management interact and



Mrs. Symantha George
Editor

...at the C.W.S.A, where our behaviours are based on the values we set for ourselves, all of which being appropriate for our work environment.

handle outside business transaction is known as its corporate culture. C.W.S.A's corporate culture is an important factor in our success. Although our culture is not expressly defined, it is implied and develops organically over time from the cumulative traits of the persons that make up our human capital. It is defined through our dress code, business hours, office setup, employee

benefits, staff turnover, hiring decisions, customer satisfaction and every other aspect of operations. Central to this culture are our values, which provide us with guidance for our daily work as we seek solutions to the major challenges of our time, in line with our mission.

Organizational culture is made up of the same five components: behaviours, relationships, attitudes,

values and environment. All these winning components are present at the C.W.S.A, where our behaviours are based on the values we set ourselves; all of which being appropriate for our work environment.

As we continue to work to evolve our culture we must focus on our attitudes, knowing that this is how ideas and beliefs are spread. In

continuing to promote a culture and image of quality within the C.W.S.A, it is my hope that this publication not only provides appropriate and accurate information, but also reflects the importance of the organization and the consistent efforts of the Board and employees of C.W.S.A in carrying out our mandate.

MINISTER'S MESSAGE

In my capacity as Minister for Health, Wellness and the Environment, and with full responsibility for the Central Water and Sewerage Authority, I am delighted to express my satisfaction with the performance of the C.W.S.A, even against a backcloth of a stringent economic climate.



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

There can be no doubt that the C.W.S.A has made a quantum leap as a statutory body in the last ten years. This is manifested in the high quality of leadership demonstrated by the Chair and Members of the Board of Governors and also the General Manager and all members of staff. I, therefore, use this opportunity to thank those persons for their hard work and commitment dotted by a high level of professionalism.

I am even more delighted that there is now increased collaboration between the C.W.S.A and the Environmental Management Department within the Ministry of Health, Wellness and the Environment. This rich and evidently necessary developing relationship can only redound to the benefit of us all, given that it allows staff in both entities the opportunity to monitor, regulate, improve, maintain and safeguard the environmental health of our blessed land.

St Vincent and the Grenadines has been visited by natural disasters in successive years and the C.W.S.A has played a critical and pivotal role in the process which resulted in the return to a situation of normalcy. The response before, during and after each disaster by members of staff was indeed worthy of the highest commendation and must be encouraged. This act of selflessness for the national good will always be remembered, given that the restoration of normal service brings joy to the hearts of Vincentians

whenever there is a disaster.

I continue to receive reports, albeit positive, from members of the public, about the excellent customer service that is offered by staff of the C.W.S.A. This triggers chords of profound joy and profound satisfaction in my heart that our members of staff continue to demonstrate the warmth, empathy and social skills that are all so necessary in a

work environment which places emphasis on the delivery of an essential service to the nation. Surely, their modus operandi augurs very well for the continued development of the Authority and ought to be emulated by other public servants.

The C.W.S.A is, therefore, very well poised for further growth and development as a statutory body, as a consequence of the dedication to duty of the human resource base, with the attendant emphasis on professional refinement and modernisation, prudent and efficient management of the finances, and the birth and implementation of policies which are designed to strengthen the strategic direction of the organisation. This requires the continuation of the current conditions of the environment which engenders collegiality and the deep sense of belonging.

I wish the Board and the entire staff continued success, good health and happiness and I trust that Almighty God would continue to shower all with His blessings.

Hon C. Clayton Burgin

CHAIRMAN'S MESSAGE

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Several developments in 2013 conjoined to make it an extraordinary year in the life of the C.W.S.A. The most significant of these was the crafting of a new 5-year strategic plan, covering the period 2014-2018. The previous plan (2007-2011) served our institution quite well, giving prominence to our mission “to provide the best quality water – supply, sewerage and solid waste management services in an efficient and affordable manner”. The passage of time, with inevitable changes, demanded that we reviewed our macro-plan, and shaped a new one to take us over the new 5-year period.

This plan was achieved through a deliberate democratic process which saw a bottoms-up methodology employed, drawing on the experience and concerns of all staff-members through their various departments. The resultant document not only captures issues within our organization but defines our priorities over the medium term. The C.W.S.A.’s “STRATEGIC PLAN 2014-2018” must therefore be a living, working document of our organization.



Mr. Michael Browne
Chairman
Board of Directors

A second document – also very significant – was the collective agreement, signed in September 2013 between the C.T.A.W.U. and the C.W.S.A. This new agreement not only built on and consolidated previous gains of C.W.S.A. employees, but went further by adding new elements. One of the most important was the pension-support clause which significantly improved the lot of employees who

had joined the C.W.S.A. prior to the implementation of its pension-plan and remained at a disadvantage.

The C.W.S.A Board and management will also continue deliberations in 2014 on the revision of a third document, the C.W.S.A. training policy. These began in 2013 and are expected to be completed at the 2014 March meeting of the Board. As is the practice in C.W.S.A., this document reflects the concerns and aspirations of our employees, and encourages the promotion of a “culture of personal and professional development”. In essence, it calls on all employees to be in a state of constant growth, always striving to move on to the next – higher – level. The role



Senior Level Staff at the Strategic Planning Session at the
Buccauma Bay Resort



Representatives from both the C.T.A.W.U. and C.W.S.A.
signing the collective agreement



Hon. Prime Minister Ralph E. Gonsalves addressing staff after his surprise visit at quarterly staff meeting



Workers on site at Belmont laying pipes to replace damaged ones

of the C.W.S.A. Board is to provide maximum support to management with these efforts, within the parameters of our resources.

During 2013, the Cabinet of Ministers agreed to another two-year term for the current Board of Directors (June 2013-June 2015). This tantamount to a vote of confidence in the present Board which seeks, at all times, to reflect the administration's broader policies. Our Board is appreciative of Cabinet's confidence, and notes our access to and support of our Minister, the Hon. Clayton Burgin.

... "The heroic efforts of the management, staff, and ancillary employees of C.W.S.A. ensured the resumption of water-supply, in stages, to substantially the entire island by January 04, 2014..."

2013, however, was not all smooth sailing for our organization. The C.W.S.A. was put to the test as never before in its history. Firstly, there was the Belmont Landslide which saw our collective team respond with a rapidity which went beyond the call of our professional duty. As if this was not enough, the December 24th flood saw eight of our eleven water-systems simultaneously knocked out. This unprecedented impact triggered a near super-human response from our organization with some members working on very little sleep. Both our Board and our Prime Minister have saluted the gallant work of the C.W.S.A.

In his 2014 budget-presentation, Prime Minister Gonsalves, who had earlier in 2013 addressed our general membership, (an unprecedented step, and another 2013 highlight) said: "The heroic efforts of the management, staff, and ancillary employees of C.W.S.A. ensured the resumption of water-supply, in stages, to substantially the entire island by January 04, 2014. Throughout the period of water-shortages, the C.W.S.A. assisted with the distribution of water to those communities which were in need".

Clearly, 2013 was an extraordinary year in the life of C.W.S.A. Many other developments characterize the year and these will be documented in various updates in this report. The year revealed strengths and capacities of our organization that we may not have been aware of. We now know that we can operate above the ordinary level. We have set the bar at the extraordinary. We must endeavor to make the extraordinary our new normal.

GENERAL MANAGER'S MESSAGE

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At our December 21st, 2013 Annual Awards Dinner, organised by our Public Relations and Marketing department, time was taken to give thanks to the Almighty for his countless blessings during the year 2013. This included a reflection on the relatively good year we had had so far, having to respond to only one natural disaster, that being a huge landslide in September at Ginger Village, Belmont.

At that time, a large segment of our transmission main was dislocated leaving fourteen villages without pipe borne water for several days.

The C.W.S.A.'s recovery machinery was severely tested but managed to restore and rehabilitate that segment in record time with excellent collaboration between the engineering, customer service and public relations departments.

As fate would have it, a mere three days after our thanksgiving event, on December 24th, 2013, the C.W.S.A.'s recovery machinery was again put to its sternest test yet, on a scale never before experienced and on the eve of Christmas.

On that fateful night, eight of our eleven water supply systems were simultaneously put out of commission when a record of 11 inches of rain fell in the space of 4 ½ hours, triggering widespread landslides, flooding and the loss of



Mr. Garth Saunders
General Manager

lives, property, civil works structures and pipelines all across the island. Because of the amplitude of the damage for C.W.S.A, restoration was a gradual, grinding process with outstanding efforts and sacrifice by our staff. Full restoration was eventually achieved after two weeks of consistent daily work by staff in all departments.

While the eventual success was due in a large part to the response and collaboration of the various teams, a significant factor was also attributed to the state of preparedness by especially our engineering and technical departments. Monthly meetings and reviews by our

emergency response committee, ensured that supplies, plant and equipment were by and large all available in the required quantities.

This series of significant events again taught us several important lessons both in our daily lives and in the life of an essential service provider charged with providing "the highest quality water supply, sewerage and solid waste services in an efficient and affordable manner".



On site training

The first and most important lesson was that even in the midst of celebrating our accomplishments and giving thanks and praise, we were taught to never let our guards down. Secondly, there can be no finality, rest or relaxation after success; we must quickly refocus and become prepared for the next challenge in life. Thirdly, we must also be prepared spiritually as well as materially. Having come out of our thanksgiving prayers on December 21st

2013 and having planned and prepared critical resources over the preceding months and years, it was clearly evident that the C.W.S.A was both spiritually and materially prepared for that Christmas Eve disaster.

The importance of teamwork was also again underscored where the involvement of EVERY department within the C.W.S.A, including input from Directors, was required in order to successfully emerge from the initial depths of despair. Our customer service staff at all levels not only provided their usual efficient service to walk-in customers in the days and weeks following the disaster, but were intimately involved in the distribution of water to affected communities.

Our Information

Technology and Finance

& Accounting departments also ensured that business as usual continued to be conducted at all our offices and that essential supplies could be located and issued in a timely and efficient manner to our technical teams. This also would not have been possible without the proper accounting and financial management that ensured the financial stability and viability of the institution.

The use of information and communication technology was paramount in both the response effort and in the aftermath of the event. Cell phones, radios, computers, data loggers, stream gauges and other engineering equipment were all employed to good effect and underscored the need to acquire manage and maintain the latest and best that technology has to offer.

Our new Water Resources department was the main beneficiary of modern technology during the Christmas floods. Not only was hydrological data available during and after the event but historical comparisons and analyses were quickly made using data collected over the years. This assisted greatly in establishing the gravity of

the event for many regional and international agencies and also for attracting much needed funding for rehabilitation work.

Special commendation must also be given to our maintenance, sewerage and garage staff for also ensuring that breakdowns of plant and equipment were kept to a minimum during this especially hectic period.

Additionally, our Human Resources department ensured that staff were not only available but were equipped with appropriate safety gear, meals and vehicles.

Within the C.W.S.A, the engineering and operations and maintenance teams constitute the backbone of the organisation. Our service begins and ends with engineering and technical teams in the mountains and

at the meters of our customers respectively. The biggest challenge for this department in the future will be in combating the effects of climate change and the increased frequency of extreme events. This recent phenomena has exposed the vulnerability of many of our old pipelines and systems.

Of course, our hardworking and dedicated public relations and marketing department not only ensures that our external customers and stakeholders are adequately informed and educated during normal and post disaster periods, but has yet again successfully piloted the production of this year's Annual Report entirely in-house. This department continues on a path towards evolving into a competent, independent media entity of which we will continue to be proud.

The road ahead will always be a challenging one for us at the C.W.S.A, with increasing demands and limited financial resources. If we however continue to focus on quality and efficiency in every aspect of our operations, we will always be consistent with our mission.



Pipeline rehabilitation after the Christmas Floods

ACCOUNTS & FINANCE REPORT

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The C.W.S.A.'s financial performance for 2013 almost exactly mirrored the performance for the previous year. Net surplus after adjustments for the foreign exchange fluctuations and finance charges moved from \$617 K for the last six months of 2012 to \$1,213 K for the twelve (12) months of 2013. Any anticipated decline in the financial position was obviated by continued tight expense control and a slight reduction in the foreign exchange loss. There was also no growth in water income from year to year, however the overall receivables position showed a



Ms. Monique Hull
Financial Controller

slight improvement despite that figure not being at the desired level. The main areas of concern remain the continuing non-payment by Grenadines solid waste customers where only 10% of billings have been collected since 2007. The C.W.S.A will however improve the mechanism for collection of these charges in the new year. During the year, the C.W.S.A revalued a few of its buildings which resulted in a revaluation surplus of \$6.8 million dollars. During the coming year, even more attention will be focused on tighter budgetary control, the control of departmental expenses and better management of receivables.

STATEMENT OF COMPREHENSIVE INCOME (SOCI)

(Extracts from 2013 Audited Financial Statements)

	Jan - Dec 2013	Jul - Dec 2012	Variance
	\$ 000	\$ 000	\$ 000
REVENUES:			
Water Income	17,451	8,724	8,727
Sewerage Income	668	341	327
Solid Waste Income	7,543	3,819	3,724
Other Water & Sewerage Related Income	445	222	223
Government Grant	325	165	160
Other income	410	185	224
TOTAL REVENUES	26,842	13,457	13,385
OPERATIONAL COSTS			
	\$ 000	\$ 000	\$ 000
Production & Maintenance	(12,587)	(6,393)	(6,194)
Administrative Costs	(11,764)	(5,333)	(6,431)
Foreign Exchange Loss	(596)	(789)	193
Finance Charges	(682)	(325)	(357)
TOTAL OPERATIONAL COSTS	(25,629)	(12,840)	(12,789)
SURPLUS	1,213	617	596
Revaluation of Property, Plant & Equipment	6,826	0	6,826
TOTAL COMPREHENSIVE INCOME	8,039	617	7,422

STATEMENT OF FINANCIAL POSITION

(Extracts from 2013 Audited Financial Statements)

	2013	2012	Variance		2013	2012	Variance
ASSETS				EQUITY & LIABILITIES			
NON-CURRENT ASSETS;				EQUITY;			
Property, Plant & Equipment	79,138	71,163	7,975	Retained Earnings	27,573	26,360	1,213
TOTAL NON-CURRENT ASSETS	<u>79,138</u>	<u>71,163</u>	<u>7,975</u>	Revaluation Surplus	18,978	12,151	6,826
CURRENT ASSETS;				Contributed Capital	589	0	589
Investments	2,204	2,102	102	TOTAL EQUITY	<u>47,140</u>	<u>58,512</u>	<u>8,628</u>
Trade Receivables	8,855	9,034	(179)	NON-CURRENT LIABILITIES;			
Other Receivables	213	221	(8)	Long Term Loans	14,228	15,511	(1,283)
Prepayments	325	184	141	Employee Benefits	243	277	(34)
Inventories	3,766	5,530	(1,764)	Customers Contributions	11,986	11,677	309
Cash on Hand & At Bank	1,138	591	547	Deferred Income	16,019	16,345	(326)
TOTAL CURRENT ASSETS	<u>16,501</u>	<u>17,662</u>	<u>(1,161)</u>	TOTAL NON-CURRENT LIABILITIES	<u>42,475</u>	<u>43,810</u>	<u>(1,334)</u>
				CURRENT LIABILITIES;			
				Bank Overdraft	0	107	(107)
				Accounts Payable & Accrued Liabilities	2,867	3,589	(722)
				Current Portion of Long Term Loans	3,157	2,808	349
				Total Current Liabilities	6,024	6,504	(480)
				TOTAL LIABILITIES	<u>48,499</u>	<u>50,313</u>	<u>1,814</u>
TOTAL ASSETS	95,640	88,825	6,815	TOTAL EQUITY & LIABILITIES	95,640	88,825	6,814

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Account & Finance Dept; Back Row (L-R); Gracie Samuel, Rohan Hackshaw, Candace Matthias, Jose Forde, Debbie Myle and Jillian Mc Donald. Front Row (L-R); Latoya Simon-Antoine, Helen Wilson, Charlene Edwards & Sonja Glasgow

PUBLIC RELATIONS & MARKETING REPORT

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The year 2013 was a busy year for the Public Relations and Marketing Department (PRMD). Staffed by three individuals, the department was able to accomplish a tremendous amount of work without exceeding budgetary allocations. Even as more national and community organizations become involved in seeking solutions to the solid waste management problems in the country; there are still a number of problem areas that should be highlighted and addressed. Some of these include illegal dumping, littering, white goods disposal and collection, vehicular access issues, water restriction use during the dry season.

C.W.S.A FACEBOOK PAGE

Since its inauguration in 2011, the C.W.S.A.'s Facebook page has witnessed a gradual rise in popularity evidenced by the hits received from the issues highlighted. Some of these issues included white goods collection, annual monitoring of the hurricane season, disaster preparedness tips, water supply development projects, Christmas and Independence greetings, press conferences, solid waste carnival promotions and visits from students and members of the public to our water and solid waste management facilities.

CORPORATE RESPONSIBILITY

The Authority takes quite seriously its cooperate responsibility and as a result has made several donations



Ms. Joan Ryan
Public Relations & Marketing
Manager

to educational, religious, sporting and cultural organizations, service clubs, community and other worthwhile projects and undertakings.

COMMUNITY CLEANUP ACTIVITIES

For the past year, assistance was given to the over thirty (30) community groups and institutions across the islands. The Department also organized and facilitated the 2013 International Coastal Cleanup activity for St Vincent during the month of September.

SCHOOLS PROGRAMMES

Several schools benefited through our schools education and outreach programme. These included in excess of forty (40) visits and talks to schools environmental health and water supply and water conservation matters. Contributions to these efforts came from several volunteers of various departments within the C.W.S.A and our mascot Gabby. Schools science classes were also hosted at visits to the landfills. Some of these visits also formed part of the Grade six class assessments for entrance into secondary school.

SPEAKING ENGAGEMENTS

The PR & M staff also contributed greatly to the marketing of the C.W.S.A and its responsibilities by participating in the following

speaking engagements;

1. The Mustique Company on Mustique island, in relation to "The Importance of Proper Solid Waste Management on the Island"
2. VINLEC half day seminar on Solid Waste



C.W.S.A's Facebook Page



Management and Safety', to mark the company's safety month

3. The Ministry of Health workshop on climate change
4. The department through Solid Waste Supervisors Vincent Reid and Bradley Olliviere facilitated two sessions on proper environment management with youths from the Colonarie and Georgetown areas as part of the Community Development Cap programme
5. The feature address at the opening of the National Library summer programme under the theme "Working together for a better environment – from trash to treasure"
6. Discussion with residents of Fancy with a focus on good solid waste management and water related issues
7. Facilitation of two lectures on the 26th and the 27th of November with the Women's League of the Methodist Church, focusing on composting and other environmental issues.
8. Uncle Luke's Summer Programme
9. VINSAVE Summer Programme
10. Brighton Methodist Church
11. Hope For Life Restoration Ministries

SUMMER PROGRAMME

The C.W.S.A continues to perform an integral role in the education of our youth during the schools July-August summer vacation. Through the St Vincent and the Grenadines Coast Guards youth summer programme, one hundred and twenty (120) young people visited the Diamond landfill facility and the Septage lagoon.

GENERAL MEDIA HIGHLIGHTS

Involvement of the print and electronic media was

arranged for the following: Handing over of cheques to the Kingstown Government School and the Embassy of Cuba, dry season awareness, information on Water Week, illegal dumping, water supply disruptions, disaster area visits.

RADIO

The department was also featured on NBC radio's Face to Face radio programme on several occasions during the year, mainly highlighting critical and topical issues facing the C.W.S.A and the public in general. Some of these issues included, radio announcements to alert the general public of the system closures and outages. A new radio programme on WE FM titled "Environment Matters" was initiated, where water supply and environmental tips are presented to the public from Monday to Friday at 7:55a.m.

PRINT

The print media continued to be utilized to inform the public about white goods collection initiatives, changes to solid waste collection schedules and other routine matters.

WATER WEEK 2013

Water Week 2013 saw the execution of several activities by various members of staff over a one week period. These included a church service held on March 17th at the Hope for Life Restoration Ministries in Arnos Vale, where a total of 30 staff members were in attendance. NBC radio hosted the Authority on an interactive radio show under the topic "The importance of a Litter free Environment to National Development – Our Roles and Responsibilities". Panelists were from the National Parks Rivers and Beaches Authority, the C.W.S.A, the Forestry Division and the Police Force. There were also addresses during the week by

Members of the Management Team with the Ambassador of Cuba post cheque handover



Chairman Mike Browne hands over cheque to retiree, Baston Gurley



Minister of Health and the Environment, Clayton Burgin and the C.W.S.A Chairman Mike Browne. Other radio programmes were held throughout that week with a focus on different water, sewerage and solid waste management issues. The highlight of the week was on Wednesday 20th, where the Authority hosted a schools' career fair at the New Montrose headquarters. Several schools were invited to view a showcasing of the various departments and professions within the C.W.S.A.

INTERNAL RELATIONS

The Department facilitated the organization of three quarterly staff meetings during the reporting period, where regular updates and reporting on departmental activities, and other major highlights and projects were given. The Authority was honored at one of these meetings by the presence of the Prime Minister Dr. The Hon. Ralph E. Gonsalves, members of the C.W.S.A Board of Directors, Ms. Cheryl Bacchus - President CTAWU and Mr. Burns Bonadie - General Secretary of the CTAWU.

The Department also assisted in organizing and facilitating

interacting and input from lower level employees, which formed the first phase of the strategic planning process. A survey containing forty questions was distributed to employees at each session to be filled out. There were nine such meetings at the various office sites on mainland St Vincent. The Department went on to organize and assist in facilitating a one day Retreat at the Buccauma Resort. This activity was a follow up to the lower level SPS and saw the coming together of sixty (60) middle and senior staff members of the C.W.S.A and including members of the Board of Directors.

In an effort to assist the Public Relations and Marketing department in its own three year development plan, a strategic seminar was held with representatives from all the various departments in attendance.

During the 2013 reporting period all staff members received uniforms as per the agreement with the Commercial Technical and Allied Workers Union. The quarterly issue of the internal newsletter "Intake" was produced during the first two quarters of 2013. Copies of this publication were distributed to members of the Board of Directors, Management and staff of the C.W.S.A.



PR Manager & Assistant with Chairman Browne hand over cheque to Kingstown Government School



Participants of the Public Relations Strategic Planning Session

HUMAN RESOURCES REPORT

It is an honor to present the Human Resources & Administration Department 2013 report. The support and encouragement that we have received over the past year has been nothing less than extraordinary and special thanks go out to those members of staff who worked tirelessly in achieving the organization's goals and objectives including this department's development of the policy on H.I.V./A.I.D.S in the workplace.



Mrs. Yvette Daniel
Human Resource Manager

Francis were confirmed in their posts of Engineers

PROMOTION

Steve Cupid and Antus Wright were appointed on promotion to the positions of Apprentice Pipe fitters. Ms Leslie Peters was appointed on promotion to the position of Customer Services Supervisor. Mrs Patrina Garraway and Ms Tracy Matthews were appointed on promotion to the positions of Customer Services Clerks

STAFF MATTERS

At January 1, 2013 our permanent staff numbered 279. Of this 214 represented the Water and Sewerage Section and 65 from the Solid Waste Management Unit. At December 31, 2013 our staff complement had increased only slightly to 284; Water & Sewerage 219 and Solid Waste 65.

RECRUITMENT

There were seven (7) new recruits appointed on probation, Angus Lewis- Treatment Plant Attendant- Dalaway, Jamal Gurley, Kemani Robinson, Kamel Soleyn and Kenron Richardson-Labourers, Brian Currency- Specialist Driver, Zascha Robertson- Technician Assistant.

CONFIRMATION

The following persons were made permanent members of staff in 2013:

Annick Cyrus, Jason Ollivierre, Nadiah Small, Geniene Browne, Codi Nicholls – As Customer Services Clerks, Emry Antoine and Stanley Browne- Drivers - Solid Waste Management Unit, Ricardo Dallaway- Truck Attendant - Solid Waste Management Unit. Simono Andrews - Meter Reader, while Raymond Victory and Jonathan

RETIREMENT

The following nine (9) employees retired during 2013. Ivan Dowers, Evrod Homer, Russell Lavia, Arthur Sam, Winston Haywood, Leroy Lewis, Matthew Miller Caiphass Hannaway and Neville Dickson.

Four of these members benefited from the newly implemented retirement support initiative implemented in 2013, by the Board and management, where each retiree who was employed prior to the commencement of the Pension Plan, received an additional payout above what had been originally set aside. This saw the C.W.S.A paying out the equivalent of the missing contributions that would have been made by these employees had the pension plan been in place during the entire period of employment of the C.W.S.A.

TRAINING

Performance evaluations for all members of staff were conducted during the reporting period. These led to fifty-nine (59) employees participating in the following training programs locally and overseas during the period under review. The areas of training included:

- GIS Application
- Sharpening the Saw Achieving Personal and Professional Success
- Negotiating Skills
- Climate Services at the National Level for the Small island Developing States in the Caribbean and the Caribbean Regional Outlook Climate Forum
- GEF crew facilitation workshop
- Singer Valve training
- Regional workshop on MARPOL and Port reception facilities
- The Role of Labour Standards in Accessing International Markets and Supporting the Caribbean Single Market
- Analysing Financial Statements
- CWWA Conference
- Caribbean Institute of Forensic Accounting Contract Procurement Fraud Investigations Workshop
- Sustainable Solid Waste Management in CARICOM member states
- Management of Composting
- Waste Management techniques
- Security Convergence: Principles of Information Security & Digital Forensics
- Water Operator's Conference
- Chartered Accountants Caribbean Conference
- Financial Well being
- Peer Counseling
- Phenomenal Women Conference



Employees at the Phenomenal Women Conference



Employees in attendance at a Health Training Workshop

ONLINE LONG-TERM TRAINING

Adam Babb, Mechanic commenced online training for the “Electromechanical Technician Certificate” offered by the George Browne College in Toronto Canada.

Jaiwani Sayers, Mechanic also commenced on line training in “Diesel Mechanics/ Heavy Trucks Maintenance” through Penn Foster Career School in the U.S.A.

Mikhail Akers commenced studies at the Caribbean Institute for Meteorology and Hydrology leading to a Technicians Certificate in Hydrology.

Ms LaToya Simon-Antoine successfully completed the Bachelor of Arts Accounting and Financial Management Studies.



ADULT LITERACY CLASSES

Eleven (11) employees enrolled in the Adult Literacy Evening Classes at the West St. George Secondary School conducted by the People's Academy for Living and Socialising (PALS).

ON THE JOB TRAINING

Eleven (11) students from the Community College Division of Technical and Vocational Education and the Campden Park Technical Institute completed attachments in various departments of the organization. Summer employment was also offered to two (2) Engineering students and two (2) management students.

SUCCESSFUL COMPLETIONS

Mrs Kurlene Anderson successfully completed the B. Sc. Management Degree programme offered by the Open Campus of the University of the West Indies.





Scholarship and Bursary holders with their parents along with Human Resource Manager Mrs. Yvette Daniel, Public Relations Manager Ms. Joan Ryan and Workers' union Representative, Mr. Elvin Jackson.

EDUCATION GRANTS

The following students of employees of the C.W.S.A/SWMU were awarded Education Grants:

Adelsia Jack, Lanique Solomon-Penniston, Devonnie Huggins, Escrick Charles

Bursaries were also given to: Inglis Daniel, Kristine John, Cleon Westfield, Terencia Baynes, Dominic Spence and Rondel Davis.

The job of ensuring the recruitment of the right people at the right time with the right tools, for maximizing efficiency and effectiveness in all of our operations, is a demanding one, and meeting the challenges which lie ahead, will require hard work and dedication. We will not talk about problems but instead, seize opportunities. We will not substitute platitudes for performance, or substance for sound bites, but will lead by example. Too much is at stake for us to do otherwise.

We greatly appreciate the contribution that our human resources are making to the overall development of the organization and look forward to the continued support of everyone as we press forward into the future.

ENGINEERING REPORT

18

The Engineering department is the largest within the C.W.S.A and is responsible for operations and maintenance projects in both water and sewerage.

WATER PRODUCTION

A review of its major operations for 2013 shows a water production volume of approximately 1,858 million gallons.

NEW WATER CONNECTIONS

A total of five hundred and eighty (580) new water connections were effected by the department in 2013, of these five hundred and fifty (550) were domestic and thirty (30) were commercial.



Mr. Brian Da Silva
Engineering Manager

WATER STORAGE

The water storage capacity of the Authority was increased by 0.25 million gallons taking the total island-wide storage capacity to 5.3 million gallons.

SEWERAGE (WASTE WATER) SYSTEM

The design of the C.W.S.A's sewerage (waste water) system includes 3.65 miles of sewer mains in sizes 6" to 24" and 327 sewer connections, all flowing

by gravity to a collection tank with some preliminary treatment followed by twice daily pumping to a one mile sea outfall. During 2013, negotiations and design work commenced on the long outstanding rehabilitation of the outfall pipelines.

OPERATIONS & MAINTENANCE

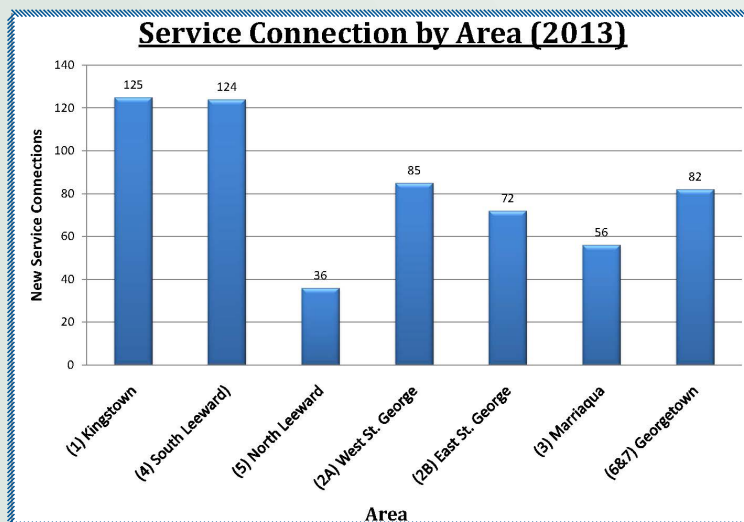
WATER DISTRIBUTION SYSTEM

Strengthening of the distribution system continued around the entire island with extensions, upgrading and replacing of old and undersized lines.

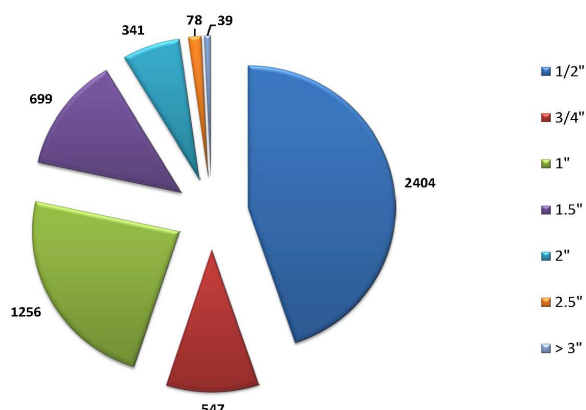
A total of 1.89 miles of lines were extended and some 2.02 miles of lines were either replaced or relocated. Approximately 5,364 leaks were repaired during the period of which 5,325 were effected on line sizes 2 ½" and smaller with the vast majority (45%) being ½" lines as expected.

NEW SEWERAGE CONNECTIONS

A total of eight (8) new sewerage connections were installed during the year 2013 and were all in the Kingstown area.



Total Line Repairs by Pipe Sizes (2013)



related issues were addressed during the period.

EMERGENCY RESPONSE

During 2013, the C.W.S.A.'s Emergency Response Committee continued to meet on monthly basis in order to ensure a constant institutional readiness to respond to emergencies. Natural disasters and emergency responses again significantly impacted the operations of the Authority in 2013. There were two intense rainfall events on the evenings of September 2, and December 24, that caused major damages to the transmission and distribution systems.

WATER QUALITY/LABORATORY

The laboratory is responsible for testing the quality of water supplied to consumers from all eleven systems operated by the C.W.S.A. Standards set by the PAHO/WHO are consistently adhered to by the C.W.S.A.

In 2013, a total of 9,300 individual routine tests for turbidity, pH and residual chlorine were performed. Additionally, 110 bacteriological analyses were performed on both treated and raw water at all major sources. Also in 2013, a more rigorous raw water quality program was initiated in conjunction with the Water Resources Unit. This will now include testing on demands for levels of limited variety of chemicals.

The Laboratory also plays a role in addressing customer complaints related to water quality and ensures that the water produced and distributed is safe for human consumption.

METERING

During 2013 along with the routine activities of addressing customer complaints and repairs to bulk meters, the metering department continued with its on-going meter replacement program. A total number of 2600 meter

In September a landslide at Belmont resulted in the dislocation of 80 feet of the Montreal 6" transmission main. Some 820 feet of pipes had to be rerouted at a cost of approximately \$100,000.

On December 24th, an average of 10" of rainfall over a four-hour period in the interior of the island resulted in island wide flooding that damaged eight of the water supply systems. A total of 25 breaks resulted in damages



Re-routing the Montreal Main at Belmont

to approximately 3,400 feet of major pipe lines. The Hermitage and Dalaway 12" systems were the two worst affected, while significant damages were also experienced on the Perseverance, Sandy Bay and Owia systems. The systems also sustained a large number of breaks to

the smaller distribution pipelines. The preliminary cost of the damage was estimated at \$1.2 million.

WATER RESOURCES

The year 2013 was another busy one for the Water Resources Unit. The unit managed and performed measurements and tests at 44 hydrometric stations located

throughout St. Vincent and the Grenadines. These stations comprised 28 rainfall, 13 water level and 2 climate stations and 1 multi-parameter station at Jennings.

In addition to data collection from these stations a total of 1,352 ground water measurements and tests and 112 stream flow gaugings were carried out. Other functions of the unit included the collection of bulk meter readings and collection of raw water samples for analysis.

In 2013 the unit also compiled a hydrological year-book of statistical data that covers the first five years of its operations. The hydrometric data collected and compiled by this unit are shared with local, regional and international institutions.

CAPITAL PROJECTS

HERMITAGE WATER SUPPLY IMPROVEMENT PROJECT

The main purpose of this project is to provide a more reliable supply to the north

leeward district. The first phase of the project entailed constructing a 250,000 gallon capacity reinforced concrete tank at Rose Hall, installing 6,800 feet of pipelines sizes 8", 6" and 4" ductile iron and ancillary works. The project will be fully commissioned early in 2014 and will impact the communities from Spring Village to Fitz Hughes.

The cost of this phase of the project is \$1.34 million dollars.

MAJORCA LINE IMPROVEMENT PROJECT

The second phase of the Majorca line improvement was completed in February of 2013. A total of 4,300 feet of 12" ductile iron pipe were installed to replace a section of the old 8" steel pipe. This was done at a cost of \$ 717,000.

Kingstown Mains Replacement: 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. This project is ongoing and to date about 945 feet of 4" pipes and related civil works have been installed. The entire project is expected to cost \$400,000 and the expenditure to date is \$73,000.

METER REPLACEMENT PROJECT

This project involved the replacement of the older meters that are now over twelve years old and are under-registering due to lost efficiency. This project began in 2012 and initially some 2,500 meters were targeted for replacement.

During 2013, 900 meters were replaced making a total of 1763 since the project was started. All work on this program was carried out by the metering section. The project is budgeted at \$500,000 and to date approximately \$278,000 has been expended.



250,000 Gallon Storage Tank at Rose Hall

MAMOON WATER SUPPLY IMPROVEMENT PROJECT

The Mamoon water supply project consists of the supply and installation of a 120 gpm treatment plant using pre-treatment and a series of multi-media rapid filters and the extension of the 4" main at Largo Heights. To date the 4" ductile iron pipes have been installed. It is anticipated

that the treatment plant will be commissioned will be commissioned before the end of 2014. The project is budgeted at \$425,000 and expenditure to date is \$78,000.

KINGSTOWN SEWERAGE OUTFALL REPAIRS

This project seeks to repair two major sections of the broken 16" sea outfall that forms part of the sewerage system in Kingstown. Progress during the period was

restricted to the procurement of the contractor and sourcing of suitable replacement pipes. The actual repair work is due to commence early in 2014. The cost of carrying out these repairs is approximately \$200,000.

DALAWAY FILTERS RE-SANDING PROJECT

The task of finding local suitable filter sand to re-sand the slow sand filters at Dalaway continues to be a difficult proposition. In 2013 sand for one complete filter was procured. This represents 20% of the total requirement. Alternative sources will continue to be researched.



Resanding the filters at Dalaway

SCADA SYSTEM UPGRADE

In 2013, work continued on the maintenance and much needed upgrade of the existing SCADA systems. This system facilitates the remote monitoring and management of the C.W.S.A.'s main water supply systems and is at present functioning at 50% capacity. Equipment has now been identified and procurement will commence early in 2014.

DIGITAL MAPPING

During 2013, the C.W.S.A engineering department also continued with the progressive digital mapping of the entire water supply network. To date some 20% of the main transmission network has been mapped.

SOLID WASTE MANAGEMENT REPORT

22

1.0 COLLECTION SERVICE HIGHLIGHTS

The SWMU and its sub-contractors continued with a very consistent refuse collection service during 2013. This service is offered twice per week to residents in the Grenadines and once weekly in every village on mainland St. Vincent.



Mr. Winsbert Quow
Solid Waste Manager

service have been executed to date with episodes 4 and 5 conducted in February and September 2013 respectively. There has been a downward trend in the volume of material collected with each successive episode.

Also in 2013, the SWMU continued with its free white goods collection service and continued to assist the Public Health Department with its litter reduction responsibilities by further developing its partnership with All Island Recycling (AIR) Inc., a local recycling company established November 12th 2012 at the Campden Park Industrial Estate.

WHITE GOODS COLLECTION SERVICE

Since the introduction of the free Island-wide white goods collection service in September of 2011, there has been a general reduction in the volumes collected.

Prior to 2011, white goods were collected upon request at a heavily subsidised cost of EC\$10 for the first three (3) items and EC\$10 for each item thereafter.

The C.W.S.A/SWMU then removed this charge to residents and continues to provide this service at no cost to households on mainland St. Vincent and in the Grenadines. Since inception, five episode of the

KINGSTOWN LITTER REDUCTION INITIATIVE

On September 23rd, 2013 the C.W.S.A hosted a stakeholder meeting aimed at the establishment of a sustainable system for litter collection in Kingstown. The committee included representatives from the Public Health Department, The Kingstown Board, The Police



Litter Reduction Initiative Bins; Blue for Recyclable Materials, Yellow, Blue, Green for Trash

Force, Physical Planning, Urban Development Unit and AIR Inc. At this meeting there was unanimity in the commitment to improve the environmental conditions of Kingstown and its environs. There was also agreement that AIR Inc. would undertake the responsibility of procuring suitable bins for placement at the identified strategic locations and the C.W.S.A/SWMU would be responsible for the emptying and cleaning of the units. It was also agreed that the responsibility for ensuring the proper use of the bins would lie primarily with the Police Force, The

White Goods Collection Data
Quantity (m³)



Public Health Department and the Kingstown Board.

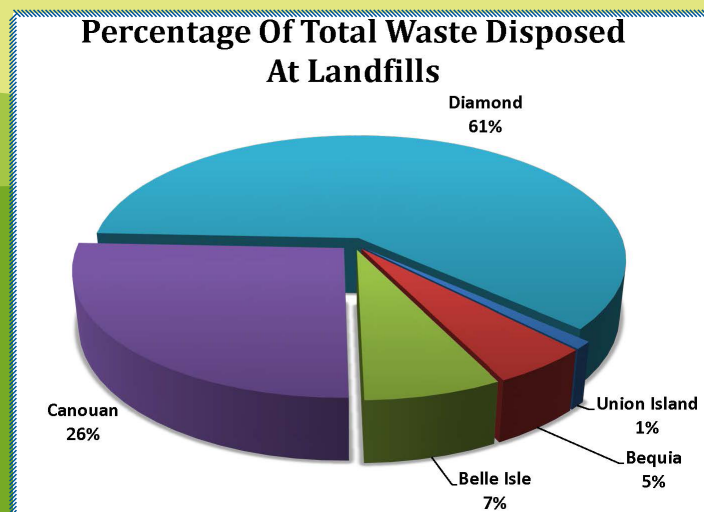
The locations for the litter bins were proposed by the Urban Development Unit under a previous project and were finalized with the input of the Physical Planning Department. All Islands Recycling Inc. (AIR Inc.) had previously expressed an interest in partnering with the C.W.S.A in implementing a litter bin project for Kingstown.

One month after the stakeholder consultation, thirty-four (34) bins were placed at seventeen (17) locations throughout Kingstown. The bins were placed in pairs, one for the collection of regular litter and the other for the collection of waste destined from recycling, mainly plastic bottles and aluminum cans.

To date AIR Inc. reports a collection of over 500,000 plastic bottles and 45,000 aluminum cans at their main recycling facility since they launched in November 2012.

2.0 WASTE DISPOSAL HIGHLIGHTS 2013

The Solid Waste Management Unit continued to successfully operate its five (5) waste disposal facilities including the two mainland facilities at Belle Isle and Diamond and on the islands of Bequia, Canouan and Union Island.



During 2013 the C.W.S.A undertook improvement works at the Diamond facility including (a) the construction of a 620 ft long by 11 ft high perimeter wall fence to improve site security, (b) the erection of a 900ft PVC coated chain-linked fence around the Septage Lagoon compound and (c) the procurement of a new LIEBHERR 734XL Bulldozer to replace the existing fourteen (14) year old LIEBHERR 732 Bulldozer.



Bulldozer at Diamond Landfill

The 4 R's of sustainable waste management, Reduction, Recovery, Re-use, Recycling, continue to be practiced at the main facilities. This included wood-chips and compost production, primarily from the green waste brought to the landfill, scrap metal separation and processing and Septage treatment.

A summary of the major statistics for the waste disposal operations is shown in the table below.

Disposal Site	Total Volume Of Waste Disposed	Compost Produced	Wood Chips Produced	Charcoal Produced	Scrap Metal Sales	Septage Disposed
	(M ³)	(M ³)	(M ³)	(M ³)	(M ³)	(Gallons)
Diamond	92,115	25	7	N/A	3,290	195,200
Belle Isle	10,809	N/A	N/A	72	N/A	N/A
Bequia	6,788	N/A	N/A	N/A	N/A	N/A
Canouan	39,772	N/A	N/A	N/A	N/A	N/A
Union Island	2,090	N/A	N/A	N/A	N/A	N/A
Total	151,174					

INFORMATION TECHNOLOGY REPORT

24

The year 2013 was another successful and rewarding year for the Information Technology (IT) Department, a year in which we continued to offer technical and other support to all the departments and operations of the C.W.S.A. A special focus this year was placed on network infrastructure, services and applications, and understanding and appreciating how information and communication technology (ICT) continues to transform the social media and technology growth within the organization.

The department continued to work towards enhancing and developing the C.W.S.A. billing system so that quality services could consistently be provided to our customers. This remains a fulfilling, exciting and ongoing challenge for the department, where we constantly strive to improve staff efficiency and to keep our customers satisfied.

Also during 2013, the IT department was involved in what have now become routine activities including:

- Troubleshooting and equipment maintenance
- A review of C.W.S.A.'s ICT policies and practices
- Routine inspection and maintenance of the C.W.S.A.'s IT and communication equipment.
- Review and revision of user access
- Planned replacement and upgrade of



Mrs. Melissa McKenzie
Information Technology Manager

- equipment
- Inspection of equipment and equipment environment to better identify risks
- Development and enhancement of system security including data and information security
- Training in IT data and information security and system security
- Identification of risks to the system integrity
- Facilitating the upgrade and updating of accounting and customer service software packages
- Telephone PBX system maintenance in conjunction with the service provider

A most rewarding project for 2013 was the assistance given to the Water Resource Management Unit (WRMU) within the engineering department with their implementation of the Geographic Information System (GIS) project. A pilot project was designed to include all sectors of the C.W.S.A.; Solid Waste Garbage collection routes, Sewerage Connections, meters and water connection lines. Information from all of these sectors was captured on the same information sheet from one small area in St. Vincent.



The staff of I.T. - (L-R) Yesecka Glasgow, Ossiah Stevens, Melissa McKenzie, Valmay Duncan, Veronica France, Randy Jackson

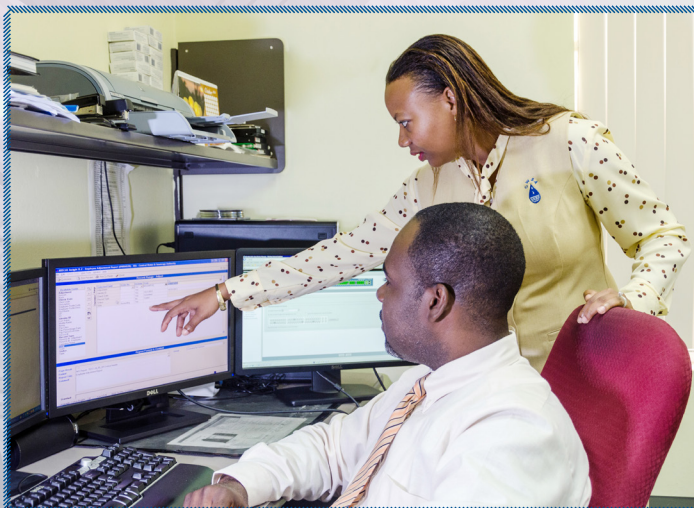
Some new challenges for the near future include the continuing upgrade of the computer based SCADA automated system monitoring for the engineering department and the full implementation of the customer online bill viewing and electronic billing (e-billing), which is scheduled to come on stream in 2014.

The IT department will also continue its maintenance of the C.W.S.A.'s website and you can always follow the C.W.S.A updates and general information on our website www.cwsasvg.com.

As the IT Department continues to meet the ever changing ICT demands and the fast-changing internal and external landscape, we are also very cognizant of the need to maintain and improve security. This we are sure will ultimately lead to change and enhanced efficiency of our staff and quality service to our customers.



Data Entry staff busy at work



Manager Melissa McKenzie with Systems Analyst Randy Jackson

Billing Information

Billing Date : 06/30/2014
Due Date : 07/30/2014

Route No.: WR50E 001270

Historical Information

Last Payment Amount	30.00
Last Payment Date	06/01/2010
Payment Status	Overdue

Environmental Fee Grenadine	10.00
CURRENT CHARGE	10.00
Arrears B/F	385.00
TOTAL PAYMENT DUE	395.00

(Brackets) indicate a credit amount

C.W.S.A.'s Grenadine Domestic Bill Format

CUSTOMER CARE REPORT

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Consistent with our mission statement, providing quality service was our primary focus for 2013 and this will continue to be our focus for many years to come.

In an effort to better serve our customers, the Customer Care Department embarked on several initiatives across all our sub-units in 2013. These led to significant improvements

Our in-office customer service saw improvements as follows:

CUSTOMER COMPLAINTS MANAGEMENT AND RESOLUTION

All call-in complaints were logged; feedback given and the necessary action taken within 3 days, 95% of the time, up from 93% the previous year.

METER READING

Meter readers continue to extend courtesies to residents who are informed of any suspected leaks or high consumption by way of written notices.

NEW APPLICATIONS

The department continues to maintain an average of two



Mr. Phillip Dalrymple
Customer Care Manager

weeks processing time for applications and feedback. It was, however, agreed that some improvement can be had in this area.

BILLING

Consistent bill production cycles were maintained throughout the year; however there are still some problems with distribution in several areas including the Grenadines.

CASH COLLECTION

The department also improved its services to our customers who pay their bills at the Headquarters by increasing the number of cashiers from three to four during peak hours and by expanding the operation hours from 7:30 am to 3:15 pm to accommodate customers getting to work on time in the main Kingstown area.

The department is currently working on creating more efficiency by reducing the steps taken per transaction by the cashiers. Main office cash collection continues to be consistent with some 60% of customers utilising the main office. A few more outlets were made available to paying customers.



ENQUIRIES

The department secured a new separate enquiries area for its visiting customers, allowing them to sit and wait on service and be individually served with adequate privacy.

SHIP SALES

The department continued with its new 12-hour daily service to the Grenadines and other vessels and introduced new distribution points at Barrouallie and Layout.

EMERGENCY WATER DISTRIBUTION

Also during 2013, the department fully established its emergency water distribution to areas experiencing outages for periods of 3 hours and longer.

RECONNECTIONS

Additionally, the Department ensured that all reconnections were done within 24 hours of payment.

OTHER HIGHLIGHTS

In the latter part of 2013 two Senior Customer Services employees were promoted to Supervisory positions and six Customer Services Clerks were confirmed in their positions.

In appreciation of our Customers, during the Christmas season a 10% discount was offered to our domestic consumers who zeroed their balances. Also the reconnection fee was waived for disconnected customers who cleared their bills.

In September 2013 a major landslide at Belmont destroyed a significant portion of the Authority's water mains leaving numerous communities without potable water. Immediately customer service teams were deployed to deliver water to the affected areas and a total of 103,300 gallons of water was eventually distributed over a one week period.

While many Vincentians were preparing to celebrate Christmas, tragedy struck again on the night of Christmas Eve with very intense rainfall resulting in damages to

eight of our eleven water systems. This left 70 percent of the country without a piped water supply. The emergency water distribution was activated from Christmas day for a period of two weeks with customer service staff working an average of eighteen hours daily during this period.



Water tender at Diamond hydrant filling up for distribution after Belmont Landslide



Emergency distribution after Christmas Eve Floods

SPORTS CLUB REPORT; A YEAR IN REVIEW

28

The C.W.S.A Sports & Activities Club operates under a motto of “Together We Play, Together We Work & Achieve” and although the club has a membership of one hundred and twenty five (125) employees, unfortunately only about one third of this figure is actively involved.



Mr. Kem Bartholomew
President

Recognizing the issues facing members, the club set its main objective for the past year to uniting employees through sports, culture and social activities. This, it was hoped would provide the platform for achieving our goal of fostering greater camaraderie and building friendships among all staff members.

ELECTION 2013

As a part of the constitution and rules of the club, elections were held to install a new executive committee at a General Staff meeting on September 27th 2013. The result was a new team comprising:

President – Mr. Bernard Maloney

Vice President - Mr. Kem Bartholomew

Treasurer – Mrs. Candace Grant

Secretary – Ms. Suzette Bradshaw

P.R.O. - Ms. Rae-Anne Mc Dowall

Committee members- Patrina Garraway and Alf Phillips

Shortly after being elected however, the presidency was handed over to Kem Bartholomew when Mr. Maloney left to pursue studies abroad.

ACTIVITIES DURING 2013

Since being elected, the new executive has been busy in coming up with new ways to achieve our goals. Our activities for the reporting period were:

- Participation in various national sporting Leagues namely, football, cricket, netball & volley ball.
- Participation in a national

Domino Competition

- Fundraising Activities
- A Children's Christmas Party
- Social Outings such as picnics and cooks
- Regular Sports Club meetings

SPORTS

Of the above mentioned activities we were able to participate in the Breakaway Masters Firms Football tournament in which we performed creditably, reaching the semi final stage. We also took part in two



The Sports Club's Netball Team competing at the Inter-Firm Netball Competition



Catering at Staff Meetings

separate cricket tournaments, one at the Dauphne Playing Field and the other at the Arnos Vale Sporting Complex.

Our in-house domino competition was a huge success with much anticipated rivalry. In the end it was the Solid Waste team coming out as champions over the more fancied Georgetown. A combined team then took part in the Government Printery's Club competition where they came home undefeated, as overall champs and winning ten (10) cases of Hairoun drinks.

FUNDRAISING

Our main fund-raising activities for the year were Creole food and drinks sales at Domino competitions, luncheons and the provision of snack boxes at staff meetings, thanks to management.

CUEA

Some of our members, along with members of VINLEC participated in the 2013's annual Caribbean Utilities Employers Association (CUEA) Easter Festival which took place in Curacao, and in 2014, this event will take place in Trinidad.

CHRISTMAS PARTY 2013

This year the club was able to give one hundred and twenty (120) children a treat at Back Yard Adventures in Arnos Vale. The children along with their parents

were transported to the event where they had fun in the bouncing Castle, Jungle House and Water Slides. Snacks were also provided along with gifts from Santa Claus in the presence of Daffy and Donald Ducks.

OUTREACH

The club made a monetary contribution to Mr. Joab Samuel, an employee whose home suffered major damage during the Christmas Eve Floods.

CONCLUSION

This year saw improvements over the previous year, which indeed is a move in the positive direction. Nonetheless, there is much more to do and with the continued support of our members we are hopeful that we can come closer to achieving our goal.

The support of the General Manager- Mr. Garth Saunders was paramount in what we were able to do, in fact he is a driving force in our mechanism not only in terms of providing financial support and advice but also in allowing us to use the Authority's compound and vehicles on different occasions. We therefore look forward to continuing to work with management, the Public Relations and Marketing Department and the rest of the staff and members of the club for 2014.

On behalf of the executive thanks many thanks to everyone and may the blessings of Almighty God be rich among you.

Kem Bartholomew

TO JAPAN & BACK

by: Kavern Ferril



- Constructing and installing Gas vents and leachate treatment pipes using simple material such as Bamboo and tyres to expensive material such as reinforced concrete pipes.
- Environment education, featuring recycling, sorting of waste and the resource that can be derived from it.
- Recycling newspaper to make pencils or pens
- Turning used cooking oil into biodiesel.
- Composting techniques

Meet TEITAN, Gabby's Japanese friend. The nose and mouth is the character for Eco in Japanese. I had the pleasure and the good fortune to experience and learn about waste management techniques once more from the Japan International corporation Agency (JICA) this time based at the Kyushu International Center (KIC).

The course consisted of thirteen professionals from ten countries and Vincent Reid and I were the first Vincentians to participate in a course at this center. The countries represented were Jamaica, Malawi, Sudan, South Sudan, Serbia, Kosovo, Sri Lanka, Kenya, Panama and St Vincent and the Grenadines. The Program ran from 20th October to 21st December 2013.

The course involved:

To conduct this course extensive travel to different areas of Japan was necessary and for those who don't like tunnels, long bus rides, planes and bullet trains, being on this course would have been stressful for you. For me it was a daily dose of excitement visiting four different composting operations, seeing the environmental museums and the many waste water treatment sites. Not to mention the fields of solar Panels, the wind farms and the Geothermal station.

At the end, each person was tasked with creating a project that can improve Waste Management in their field of work and to present that plan as an Action Plan. We were then presented with two certificates one from JICA and the other from the Facilitator KITA on Waste Management Techniques.



Delegates from participant countries

Inclusive access is an integral component of sustainability because it helps eliminate the need for costly structural change during a building's life cycle, thus contributing to economic viability and long-term usability. Designing built facilities that are truly inclusive requires the building industry to engage in creative consideration of end-users' needs going beyond physical features to include services, management and an understanding of lifestyles.

WHAT IS THE SCALE OF THE ISSUE?

Many of our existing public buildings predate inclusive access. Significant physical environmental barriers therefore remain: for example, steep gradients, steps/stairs, uneven/slippery surfaces, heavy doors, poor lighting, narrow corridors and inadequate signage. These barriers have consequences for the increasing number of disabled users, how they use the environment and, for their life choices and lifestyles.

Clients and designers of our built facilities need to look beyond legislative requirements in creating places that are accessible to all. First, it is important to have an understanding and appreciation of the specific issue. The building industry must take the lead in the removal of physical environmental barriers which restrict or prevent disabled

people from participating fully and independently in society. Therefore, while inequitable access is a complex social issue, not wholly a scientific or engineering problem, the design, construction and management of the built environment should be the prime facilitator of inclusive access.

THE CHALLENGE FOR DESIGNERS'

One of the challenges for design teams lies in rationalizing the sometimes apparently competing demands of access requirements with other areas of legislation and regulation; for example, fire regulations. It is not difficult to understand how satisfying regulations can become a main focus when undertaking a building project because the technical requirements can be very complex. Nevertheless, designs should always be approached first and foremost from the needs of end-users, and design for inclusive access must therefore consider disabled people as end-users, rather than treating 'disabled access' as a technical exercise to satisfy regulations. This is in itself challenging because the access needs of different groups of disabled people do not always dovetail. For example, dropped curbs, essential for wheelchair users, can confuse visually impaired people unless tactile surfaces or audio signals are incorporated. Ramps required by

wheelchair users to negotiate level changes are disliked by those with ambulant mobility problems or visual impairment, who prefer steps or stairs with handrails.

THINKING INCLUSIVELY!

Ensuring inclusive access is a mainstream concern throughout the built environment in developed countries and involves breaking down stereotypes "realigning value systems and accepting the social model of disability" (Shakespeare and Watson 2002). An inclusive society has no social or environmental barriers to equality of access and everyone has the opportunity to contribute and participate in everyday activities. Thinking inclusively demands an approach which understands how design and management of the built environment affect an individual's ability to move, see, hear, communicate, interact and undertake tasks.

Understanding the scale and consequences of disability for an individual's cognitive and physical capabilities to use built spaces is a prerequisite to arriving at design and management solutions that anticipate the needs and demands of all end-use. Inclusive access considerations therefore need to be incorporated from project inception, well before the design reaches an architect's drawing board.

OBITUARIES

During 2013, The Authority said good-bye to one employee and three retirees; Alphaeus Gurley, Leroy Lewis, Cadman Simmons and Harold Gurley. Death is inevitable, yet never easy and we will forever appreciate the mark they left on the lives within the Authority. May their souls rest in peace.

*“To live in hearts we leave behind is not to die.”
~Thomas Campbell*

RETIRING; MISSION ACCOMPLISHED

by: Mathew Miller

It is sad to say,	Ambition and Hope were my prospect of life	Projection of my loyalty
That the time has come,	And yet I was condemned	Has shine upon the nation
And I have to leave you,	But with pride and patience,	And how I have achieved my award of prospect
It was a pleasure to serve	I was uplifted, by my loyalty to my duties	My reward came like a windfall that flourishes through all seasons
And I am grateful for the accom- plishments I have earned,	And now those men have been confronted	Successful retirement
Through delivery and dedication,	With the reality of life	Mission accomplished.
Thank you.		

A Year In Review

Each year, the C.W.S.A. produces an annual report to highlight events experienced by the company throughout that reporting period. Sometimes, you don't get to see photos from some of these events. But for your viewing pleasure, here are some of the events that helped to make 2013 memorable...









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