

Guyana CSR Model

For

Implementation of Corporate Social Responsibility in Rural
Energy Systems in Isolated Areas in Guyana



Organización Latinoamericana de Energía
Latin American Energy Organization
Organisation Latino-américaine d'Énergie
Organizaçáo Latino-Americana de Energia



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Abbreviations and Acronyms

GL&P	Guyana Light and Power
OLADE	Organization for Energy Development in Latin America and the Caribbean
GEA	Guyana Energy Agency
NGO	NON-Governmental Organization
kVA	Kilovolt amperes
kWh	Kilowatt hour
OPM	Office of the Prime Minister
PV	Photovoltaic
RE	Renewable energy
GT&T	Guyana Telephone & Telegraph
GPL	Guyana Power & Light Inc.
IAST	Institute of Applied Science and Technology
UAEP	Unserved Areas Electrification Programme
IDB	Inter-American Development Bank
SHS	Solar Home Systems
CIDA	Canadian International Development Agency
IPED	Institute of Private Enterprise Development
GoG	Government of Guyana
LCDS	Low Carbon Development Strategy
MoAA	Ministry of Amerindian Affairs
MoLG	Ministry of Local Government
GGMC	Guyana Geology and Mining Corporation
UNDP	United Nations Development Programme
GCC	Georgetown Chamber of Commerce
SAPESI	South Africa Primary Education Support Initiative
WICB	West Indies Cricket Board
SSPA	Sony Student Project Abroad
CI	Conservation International
WWF	Sony and World Wide Fund
MDG	Millennium Development Goals

Executive Summary

Guyana is a developing state which attracts several developmental agencies that work side by side with the government in the electrification process in the rural communities. Significant success has been achieved but it is believed that the pace of implementation may be enhanced by including the concept of Corporate Social Responsibility (CSR).

The CSR concept contributes to achieving several policy objectives, such as capacity building, a more rational use of natural resources, more innovation performance, poverty reduction and greater respect for human rights. Three (3) such models have been identified; a simple partnership, a complex partnership and a collaborative partnership. Two case studies which demonstrate these models are the West Indies Cricket Board and the Sony Group CSR models.

The collaborative model offers the best fit for Guyana and includes a Recipient Community, a Champion, a Technical Support, a Manager, a Financer and a Corporate Sponsor. The required marketing strategy for communicating this model to corporate Guyana is based on a collaborate effort between the Consultant, the Government and Agencies in Guyana. Activities include:-

- Establishing the major corporate interests
- Preparing a CSR Model for Guyana
- Executing a seminar for stakeholders

The key instrument used during the seminar was a survey designed to gauge the understanding of CSR, company CSR policies and company's interest in the remote rural communities in Guyana.

Background

Guyana is a developing state which attracts several developmental agencies that work side by side with the government in the electrification challenge in the rural communities. Together significant success has been achieved but it is believed that the pace of implementation may be enhanced by including corporate Guyana. Several communities and individuals have received energy solution which are improving their quality of life and providing new opportunities for development. Implemented technologies have included solar, wind, hydro and waste. Work has been continuous but needs to continue and speed up. To this end the concept of Corporate Social Responsibility (CSR) is being explored as a means of accelerating progress and potentially realizing some of Guyana's Millennium Development Goals (MDG) along the way.

1.0 Introduction

1.1 Purpose

The purpose of this report is to present and justify a CSR model that is appropriate for Guyana and identify those corporate entities which are willing to assist selected rural communities. It will build on the groundwork established for developing a framework to incorporate this model into ongoing efforts to electrify those areas and implement energy services into those communities.

The consultancy will propose a sustainability scheme to be used in the inclusion of CSR into electrification projects in the rural areas of Guyana. The model will be a dynamic one which may be adapted to fit specific situations during project and programme planning. This stage of the consultancy will:-

- Define the Guyana CSR model
- Develop a marketing strategy for communication the CSR model
- Discuss and refine the CSR Model

- Identify potential private corporations
- Assess corporations' capacity to participate in CSR

1.2 Audience

The primary audience for this document will be:

- OLADE

- Key Stakeholders
- Potential Corporate entities

2.0 Corporate Social Responsibility (CSR) Model

Corporate Social Responsibility is a new concept which contributes to achieving several policy objectives, such as capacity building, a more rational use of natural resources, more innovation performance, poverty reduction and greater respect for human rights. As noble an exercise as it may be, in today's business environment it competes with other company programming and must therefore be sold as a good and beneficial activity worthy of corporate investment. To this end a marketing approach will be developed to package the CSR model for company presentation during partner engagement.

2.1 Types of CSR Models

CSR has been implemented around the world in various areas. Some benefit may therefore be derived from examining existing models. These usually take one of a few modes as described in the following sections.

2.1.1 Single Partnership

Model 1 represents a situation where only the partner and the recipient are involved and need to communicate directly to execute all aspects of the CSR implementation. This is represented in Figure 1 below.

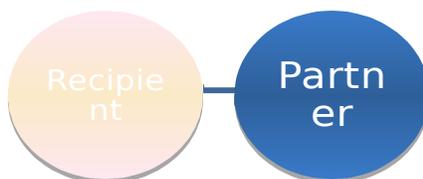


Figure 1 – CSR Model 1- Single Partnership

This model has the advantage of being simple and easy to establish. However its sustainability is vulnerable since wavering by either party may cause the relationship to weaken and possible disintegrate.

2.1.2 Collaborative Partnership

Model 2 represents a situation where all parties work together to execute the CSR implementation with a single party being the chief recipient. The contribution of each partner may also vary in significance. The number of partners may also vary. Collectively all partners and the recipient share the responsibilities of the CSR arrangement. Generally partners all have different specific interests even though they unite around a single cause with one recipient.

In this model the needs of the recipient are complex and require a combination of inputs to ensure a successful implementation. This complexity is the main driver behind the number of parties required in the CSR partnership. However, caution is required in managing partner competing interests. This is represented in Figure 2 below.

This model offers the advantage of benefiting from the synergies between partners who are in constant contact. However, it is important to managing partner competing interests to ensure sustainability.

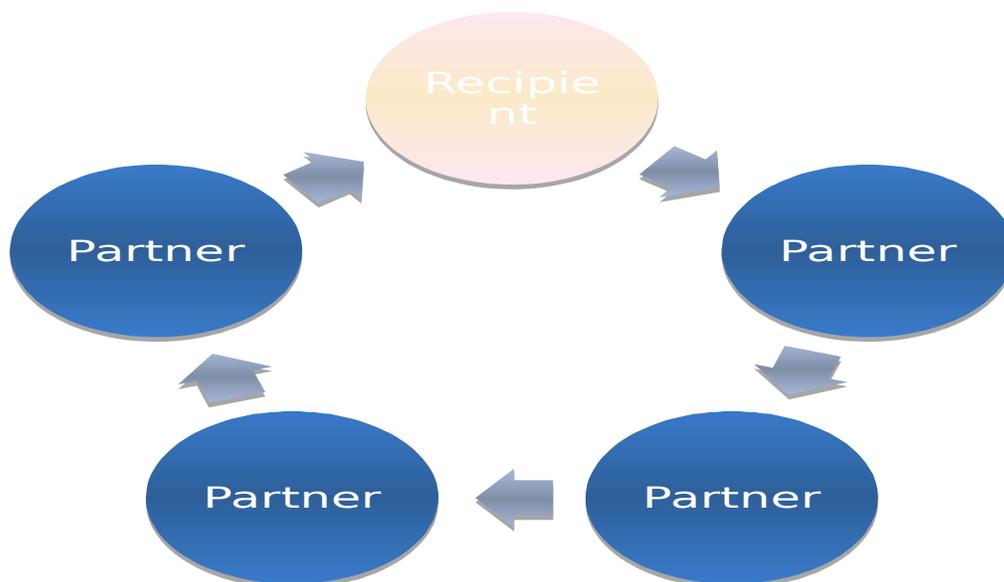


Figure 2 – CSR Model 2 – Collaborative Partnership

2.1.3 Complex Partnership

Model 3 represents a situation where each partner works mainly with the recipient to execute the CSR implementation. Like the Collaborative Partnership, the contribution of each partner may vary in significance and the number of partners may also vary. However, there is no organized collaboration between partners. Each one focuses on their specific interests.

In this model the needs of the recipient are addressed by separate partners. The caution here is that synergies may be lost and cross-purposes may emerge if not managed closely by the recipient. This is represented in Figure 3 below.

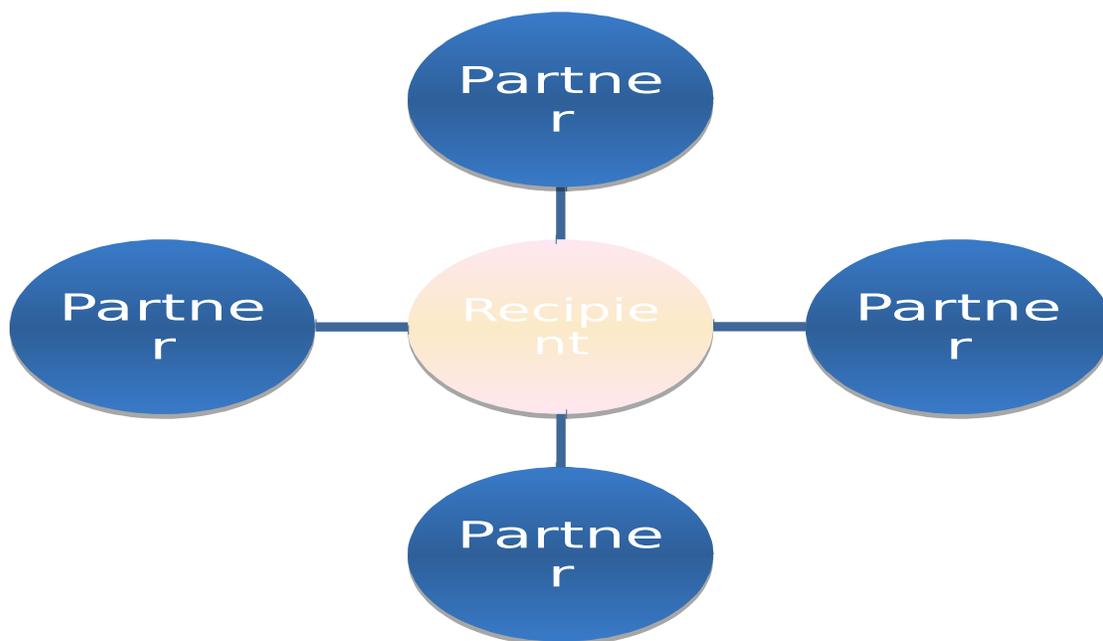


Figure 3 – CSR Model 3 – Complex Partnership

This model offers the advantage of being flexible and may grow as the needs of the recipient grow. Partners may even change while the original need is still being met and with little disruption to the partnership. However, because of the independence of the individual partners, synergies may be lost and cross-purposes may emerge.

2.2 West Indies Cricket CSR Model

One regional model which can be observed is that created around West Indies Cricket. The body with controlling responsibilities for this team is the West Indies Cricket Board (WICB). It has responsible for the management and development of West Indies cricket and is comprised from individual persons among the cricketing member states of the West Indies including Barbados, Trinidad and Tobago, Jamaica, Guyana and the Windward and Leeward Islands. It controls all aspects of West Indies cricket and is the official body which interfaces with the international cricketing community. This board has over many years developed a CSR model which resembles CSR Model 3; a Complex Partnership. The partnership is intended to support West Indies Cricket and ensure a measure of sustainability for the benefit of the region and its players alike.

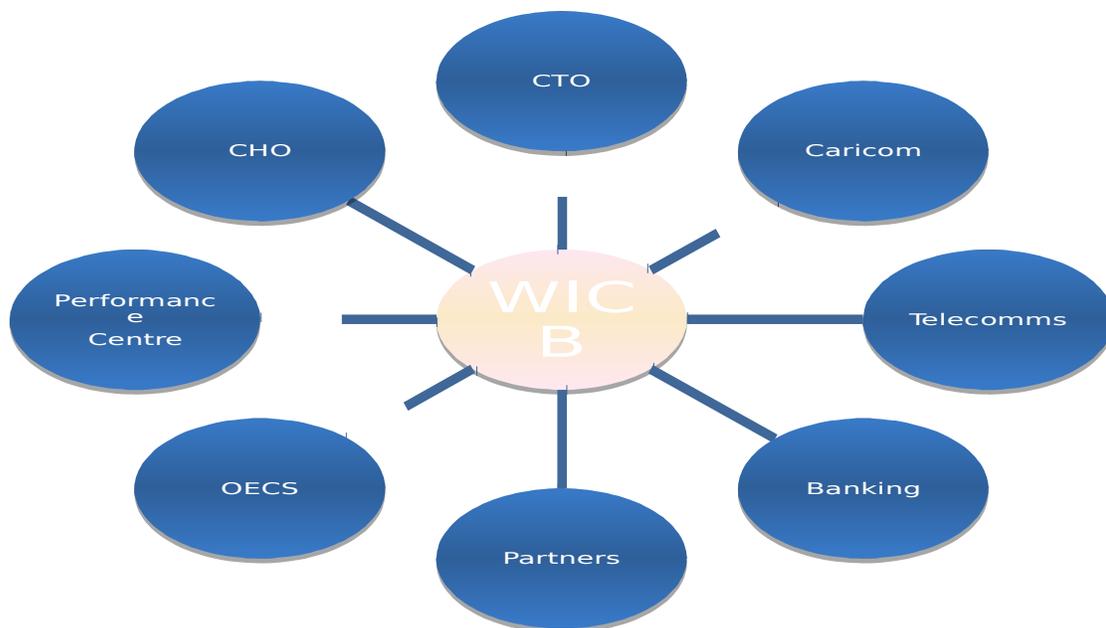


Figure 4 –WICB CSR Partnership

Many relationships exist but two key CSR partnerships exist; Telecommunications and Banking.

Telecommunications - Providing financial support

Banking - Providing developmental support

1) Telecommunications - For many years the Telecommunications partner for WICB was Cable & Wireless. The relationship was built on their capacity to finance and not on the services provided by a telecommunications company. Neither was Cable & Wireless' rationale for sponsoring WICB based on the capacity of cricket to directly generate a significant demand for their services. The main driver was a Corporate Social Responsibility. However, access to many markets, the relatively high profile of West Indies cricket and a British love for the game they introduced to the Caribbean, would have supported their decision to be Corporate sponsors for WICB. Cable & Wireless would have lost faith in the recent past and given up the sponsorship. Digicel, another newer telecommunications company to the region would have since taken up the sponsorship of the now ailing team, delivering the same type of support to the WICB and getting similar returns, if not more.

2) Finance – WICB also signed Scotia Bank as a corporate sponsor and champions of Kiddy Cricket. Like the telecommunications companies, Scotia Bank did not primarily provide WICB with its core (financial) service for their operations but rather the development of children's cricket. Scotia Bank, like C&W hoped to capitalize on the public relations activities and promotions.

As the initiator, the WICB was expected to manage their CSR relationships well and ensure some benefits accrued to their sponsors where ever possible.

2.3 Sony CSR Model

Sony is one of the world leaders in electronics with an operations footprint that spans the entire globe. This electronic giant has its corporate base is in Japan with very strong commercial ties in China and United states of America. As part of the Sony Group Code of Conduct, adopted in May 2003, its core corporate responsibility to the society is to pursue its corporate value enhancement through innovation and sound business practice. Their CSR activities reflect their philosophy of implementing sound business practices; innovating to realize products, services and content that inspires and excite; assisting the communities in which they operate; and helping to shape a better, more sustainable society. Sony believed that these activities both benefit society and enhance corporate value.

Their CSR Model demonstrated the characteristics of more than one of the standard models primarily because of its size and complexity. It is therefore helpful to examine the internal and external operations separately.

2.3.1 Internal Organization

The key internal CSR agenda at Sony is configured to support its internal values and goals. It is a collaborative CSR model which is most appropriate since all stakeholders are guided by a common set of values and objectives. Working extremely closely together makes perfect sense. The figure below shows the composition of this partnership. Each stakeholder may have a different level of contribution depending on the CSR initiative being undertaken.



Figure 5 - Sony's Internal CSR Model showing stakeholder relationships (Sony 2013)

The two (2) most relevant areas in their model are environment and community.

Environment - Helping to maintain a sustainable environment for the next generation

Community - Addressing the needs of communities through specific fields of expertise

Sony's CSR initiatives reflect the understanding that addressing issues of interest to its many stakeholders is intrinsically linked to its ability to ensure sustainable business activities and to achieving sustainable growth. Sony not only works to earn the trust of its stakeholders through its business activities, but through a range of CSR initiatives as well. They have stated their principal goal related to these two (2) areas of interest.

Stakeholders	Principal Goals
Local communities	1) Promote initiatives that contribute to communities in fields where Sony is best able to do so 2) Provide emergency relief 3) Work with NGOs and NPOs to help resolve issues facing society
Global environment	1) Reduce the environmental footprint of Sony's business activities and products throughout their life cycle to zero
NGOs and other organizations	1) Collaborate with NGOs and NPOs to help address social challenges 2) Participate in global frameworks 3) Participate in CSR-related organizations and projects

Table 1- Stakeholders Goals

2.3.2 External Organization

The external CSR agenda at Sony is configured as a single CSR model which allows them to focus on specific CSR initiatives working closely with a single programme or entity. The figure below shows the composition of one of these partnerships.

Sony in the Community

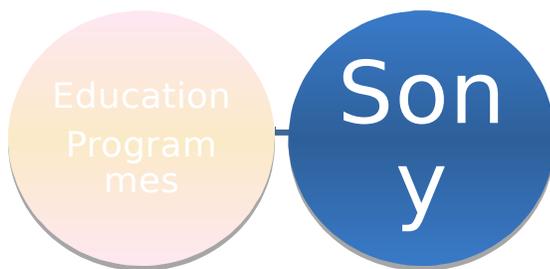


Figure 6 –Sony External Education CSR Partnership

- 1) Sony Science Programme** - Provides children with the opportunity for hands-on experience that will hopefully spark their motivations to acquire skills needed to make a better society by applying the power of science. Children can learn about scientific principles and technology through demonstrations using Sony products and services. These activities are currently held in and outside of Japan and include “workshops” and interactive science museums where children can learn about scientific principles and technology through demonstrations using Sony products and services; “career educations” that give children the opportunity to think about working with technology in ways that contribute to society.
- 2) Sony Student Project Abroad (SSPA)** - Designed as an international youth program, it forms part of Sony’s social contribution activities. Sony invites American high school students every year since 1990 and Chinese high school students since 2006 to visit Japan. The students visited Sony and learned about its cutting edge technology and the "monozukuri" spirit of traditional Japanese shop-floor production, and through interaction with high school students and Japanese families, they learned the importance of environmental conservation and intercultural communication.
- 3) Sony Employees Books Programme** - Provides free and easy access to books for South African children especially in remote areas. This Mobile Library promotes equity of primary education in South Africa. Sony supports

NPO, South Africa Primary Education Support Initiative (SAPESI) to continue this project. SAPESI is supporting the preservation of South Africa's indigenous languages through its mobile library activities.

- 4) **Sony VAIO Bakkie**- Sony cooperated with VAIO Bakkie, an IT training project using Sony's VAIO® laptop computer. Pupils enjoy learning practical computer skills even at schools without computer facilities.

Sony in the Environment

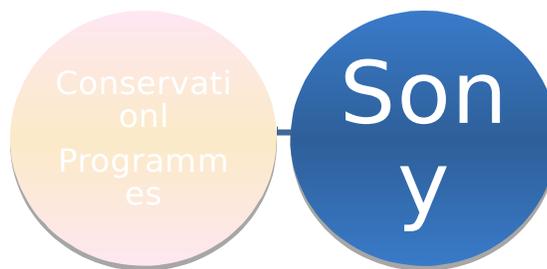


Figure 7 –Sony External Environmental CSR Partnership

- 1) Sony and Conservation International (CI)** – Sony collaborates with CI an international environmental NGO, to create worldwide awareness about conserving the earth's biodiversity and remind us of our profound interconnection with the natural world. Since 1995, CI and Sony have collaborated to familiarize people with the earth's rich diversity of life through images created with Sony's imaging technology. Through this effort, life in the world's remote places is being recorded in new ways. This is important not only as a tool for scientific study, but also for the creation of new TV programs and educational materials highlighting the importance of protecting biodiversity hotspots to worldwide audiences.

- 2) Sony and World Wide Fund (WWF)** - Sony launched activities in 2011 to assist the conservation of forests on the island of Sumatra, Indonesia, together with the WWF for Nature Japan. It is also supporting activities conducted by the WWF for forest preservation in Bukit Barisan Selatan National Park and other on-site activities in Sumatra. Sony is also donating its products for extensive use in communication activities for widespread knowledge of the destruction of forests and for on-site studies.

While Sony is a large corporate entity driving its own CSR initiatives, the model offers much to a potential model for Guyana.

3.0 Guyana CSR Model

After a review of the existing CSR Models and the effective work completed in the recent past in the rural areas of Guyana, the Collaborative Model was selected as the best fit for the implementation of energy services in the targeted rural areas. Based on this choice, it is necessary to define the functional roles and responsibilities within the CSR arrangement. This first step will lay the foundation for the identification of potential type of partners that are required. A specific strategy will then be defined to attract the required partners.

3.1 Roles and Responsibilities

A customised representation of the adopted Collaborative CSR Model for Guyana is shown in Figure 8 below.

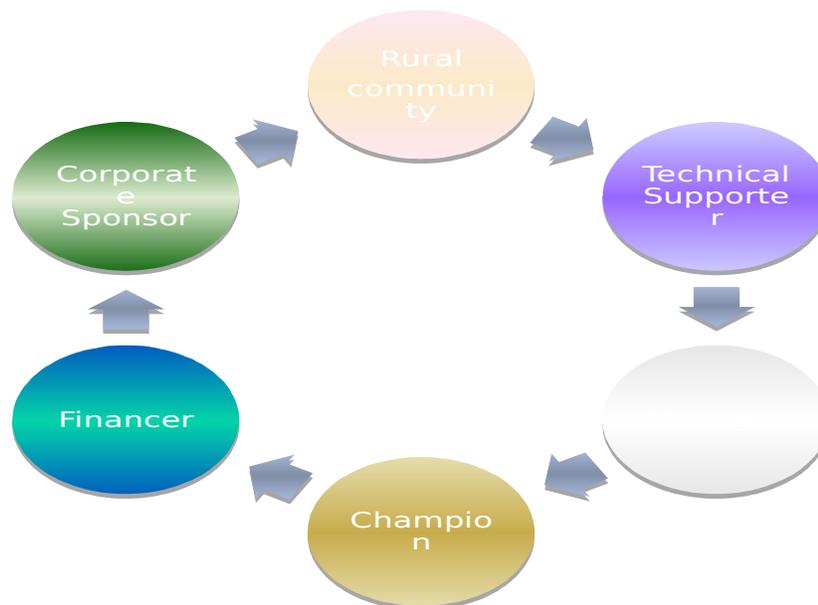


Figure 8 – Guyana CRS Collaborative Model

3.1.1 Sponsors

Sponsors are those who contribute financially to the implementation of an energy/electrification service for a remote community. The service may be for the community in general or a number of individuals within a community. Sponsors may fund multiple communities but under separate agreements.

As this consultancy is focusing on CSR, corporate Guyana is targeted to be the primary sponsors. A corporation may be a secondary sponsor if it is unable to provide full financing for a community implementation and another agency is able to do so.

3.1.2 Financers

Financers are those institutions which assist by lending money to the community/group/body to implementation an energy/electrification service. The chosen CSR model acknowledges the fact that full sponsorship may not always be possible. In such cases preferential financing would be sought and systems put in place to repay the loan.

2.1.3 Technical supporters

Technical supporters are those agencies which provide primarily expertise and moral support to the implementation. Where possible they may also provide some type of financing in terms of grants or low interest loans. In most case, they are expected to assist in the development and or validation of proposed services based on their experience and knowledge of the target communities and technologies. They also lend to the credibility of the proposed implementations in cases where other sponsors and/or financiers are approached for assistance.

2.1.4 Champions

Champions are those institutions which serve to authenticate the proposed implementation. This is a key stakeholder which commands the attention of Corporate Guyana and guarantees any benefits or special condition which may apply to participating corporations. They also serve as major promoters of the CSR concept and help to give the programme status in Guyana. Champions of CSR should also be well known to the recipient communities and therefore serve to establish a measure of trust which is necessary for any successful partnership.

3.1.5 Managers

All projects will be managed by an entity established to oversee all CSR projects. This enterprise will be created and established within this project and will be a legal entity with responsibilities for infusing CSR into current or future projects and maintaining the sustainability of the programme. A more complete description of the CSR Enterprise will be developed in a future document.

3.1.6 CSR Model Summary

The table below shows a summary of the potential partners in the provision of energy services to the remote communities.

Roles	Description	Type of Institution	Institutions
Sponsors (Givers)	Sponsors are those who contribute financially to the implementation of an energy/electrification series for a remote community.	Corporation (p) Agency (s) Financer (s)	Businesses UNDP, EU, IDB, GIZ, GIF, Banks
Financers (Lenders)	Financers are those financial institutions which assist by lending money to the community/group/body to implementation an energy/electrification service.	Financer	Commercial Banks Development Banks
Technical Supporters	Technical supporters are those agencies which provide primarily expertise and moral support to the implementation.	Agency	UNDP, EU, IDB, GGMC, OPM/GEA
Champions	Champions are those institutions which serve to authenticate the proposed implementation and command the attention of Corporate Guyana.	Government	GEA/OPM, MoAA, GGMC
Managers	All projects will be managed by an entity established to oversee CSR projects.	Enterprise	CSR Enterprise

P – Primary sponsors

S- Secondary sponsors

Table 2- CSR Summary

3.2 Marketing Strategy

The government and Agencies in Guyana have already expressed their interest in working to provide energy services to the remote communities in Guyana while the CSR Enterprise will be established with this objective as its core reason for existence. There is therefore no reason to extend resources to gain further commitment. Instead, Government champions and Agencies will be utilised in the effort to establish a higher level of structured support from the sponsors and financiers. The marketing strategy will therefore be based on a collaborate effort between the Consultant, the Government and the Agencies.

Key activities will include:-

- Establishing major corporate interests
- Preparing joint presentations for Corporate Guyana
- Executing a seminar for Corporate Guyana

3.2.1 Establishing Major Corporate Interests

Like any other endeavour, participation is based on interest. This may be financial, social or otherwise. In this case our strategy is based mainly on social responsibility.

It is well accepted in Guyana that energy is a critical factor to the improvement of the livelihoods of the remote communities and Guyana's overall standard of living. Consequently, supporting the efforts to accelerate the provision of such services will create several spin off social and economic benefits.

A strong corporate social conscience is all that is needed to see the level of support that is needed to implement CSR. However, where the social component is less than strong the marrying of social conscience and economic interest can be used to achieve the same result. While the primary appeal is social in nature, an acknowledgement of the economic implications does not hurt the main cause. Economic interests may be linked to extended cell coverage, increased retail activity, tax breaks, etc. By specifically identifying any additional corporate interests, the likelihood of success is significantly enhanced. This will be explored at this stage of the consultancy.

3.2.2 Preparing Joint Presentations for Corporate Guyana

Given the established commitment of Government and Agencies, they represent key stakeholders in the marketing of the CSR model to the finance and business community. As far as the implementation of energy services go, they have demonstrated this commitment and have earned the qualification to invite others to join them in this important task of improving life in rural Guyana. By their presence, they lend authenticity to the CSR proposal and build confidence in the model. The seminar forum has been selected as the medium for this to occur.

3.2.3 Executing a seminar for Corporate Guyana

A one day seminar was executed with the objective of:-

- Presenting a CSR Model that fits the Guyana situation
- Identifying current & future commitment of Government/Agencies
- Determining the commitment of Corporate Guyana
- Establishing a list of partners

A survey form was used as the main instrument to refine the initial list of potential sponsoring partners. As a preamble to the survey, CSR success stories were presented. Follow-up will be necessary to establish the types of agreement required for the initial three (3) implementations.

The seminar agenda is shown below.

- Introductions
- CSR Model and Discussion
- Electrification Progress
- CSR Successes
- CSR Corporate testing

The survey will be analysed to create a list of companies which are suitable and willing to participate in CSR implementations. See survey in Appendix A and photographs for the seminar proceedings in Appendix B.

4.0 WAY FORWARD

4.1 Objectives

The next stage of the consultancy will focus on achieving four (4) main objectives. They are:-

- Determine the physical scope of operations for recommended corporations
- Identify rural communities in proximity of private companies to participate
- Selected list of rural communities for implementation
- Identify associations between corporations and communities
- Selected list of corporate companies for implementation

4.2 Plans

4.2.1 Identify Shared Interests

The survey will provide information on the specific interests of the companies. These will be noted and used later to match them with communities. However, social aspects will be prioritized over economic interests.

4.2.2 Select Rural Communities to Participate in CSR

Existing communities will be surveyed to determine which ones can be utilised in the initial implementation of the CSR scheme. Some work has been completed along these lines already and will therefore be consulted in the selection process. The Ministry of Amerindian Affairs will also be integrally involved in the selection process since they are intimately involved in implementations in the Hinterlands.

4.2.3 Select Corporations to Participate in CSR

Atom will analyze the survey forms to determine the suitability and willingness of the initial list of companies to participate in the CSR scheme in Guyana. The potential links between corporations and communities will be examined and a matching completed. These selected corporations will be targeted to enter into an agreement with the CSR Enterprise, Community and other partners.

Appendix A – Company Survey Form

Potential CSR Companies

Guyana Rural Electrification

Company: _____ Contact Person: _____ e-mail: _____

Please write **Y** for Yes and **N** for No.

******* Part-1 *******

A1. Do you see financial assistance as a practical exercise of social responsibility?
[]

A2. Do you believe companies should contribute to society without necessarily seeing direct financial gains?[]

If NO, state why _____

A3. Do you believe social contributions should be made consistently?
[]

A4. Do you believe multiple partners are needed to implement CSR in Guyana?
[]

A5. Are you aware if the Government provides any incentives to companies which make contributions of this nature to rural communities?
[]

If NO, please list any type of incentives you would like to see introduced.

If YES, please list

A6. Where do you operate? _____

******* Part-2 *******

B1. Does your company give financial assistance to any clubs/communities/organizations?
[]

B2. Do you believe your company should give back to the communities?
[]

B3. Does your company have a policy on giving contributions to the public?
[]

If NO, what issues prevent your company from having such a policy?

B4. Does your company currently undertake or sponsor any social programmes?
[]

If YES, please tick what mechanisms you engage

Direct Financial []

Donations/sponsorship []

Time []

Other (please state) _____

B5. Is there a separate budget consistently set for that purpose?
[]

If YES, what % of company expense budget is applied to this purpose annually? ____%

B6. Are there specific areas of social contributions that the company prefers to align itself to?
[]

If YES, please list what area _____

******* Part-3 *******

C1. Are you aware of the general challenges faced by the Hinterlands?
[]

If yes, what do you see as the most significant challenges?

C2. Do you believe that the lack of electrification/energy services hinders :-

C2.1 Development of rural businesses?
[]

C2.2 Provision of health services?
[]

C2.3 Provision of educational services?
[]

C2.4 Improvement of standard of living?
 []

C3. Do you believe that rural communities should get support from companies to improve their lives? []

C4. Are there any benefits or opportunities that companies can gain from supporting rural communities? []

If yes, please list what you believe the benefits to be.

******* Part-4 *******

D1. Would you be willing to contribute to electrification/energy services in rural communities to :-

D1.1 Develop their businesses?
 []

D1.2 Access better health services?
 []

D1.3 Access better educational services?
 []

D1.4 Improve their standard of living?
 []

D2. Would you be willing to provide assistance in the form of :-

D2.1 Grants?
 []

If YES, **tick** the **annually** amount? US\$100K []
 US\$50K []
 US\$25K []
 US\$____ []

If YES, **tick** the percentage of project cost? 100% []
 75% []
 50% []
 25% []

D2.2 Loans?
 []

If YES, **tick** the **annually** amount? ? US\$100K []
 US\$50K []
 US\$25K []
 US\$____ []

If YES, **tick** the percentage of project cost? 100% []
 75% []

50% []
25% []

D2.3 Human resources?
[]

D2.4 Other resources?
[]

D2.5 Technical assistance?
[]

D3. Would you expect the communities to make an upfront contribution towards the costs?
[]

If yes, what percentage? _____%

Appendix B – Seminar Photographs



Registration



Gathering



Presenting (EU and Atom)



Networking