Case Study 14

Private Sector Participation in Addressing Sustainable Development Challenges in Cambodia, Indonesia, Philippines, and Thailand

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Key Message

- Attracting the corporate sector and involving them as key stakeholders in planning and implementing sustainable development programs at the local level can facilitate increased access to human resources, funding, and technical expertise for the local governments and communities.
- Experiences in Cambodia, Indonesia, Philippines, and Thailand showed that both the local government and private companies operating in the local areas can share responsibility and resources in addressing sustainable development challenges.
- Under the integrated coastal management (ICM) framework and processes, local authorities (e.g., municipalities, districts) and stakeholders, including concerned private sector, can be involved in program development and eventual implementation. As such, the private sector benefits from the opportunity of interacting with policymakers, concerned government agencies, and the local communities for a better understanding of their concerns and expectations.

Abstract

Sustainable development initiatives are being implemented across East Asia in the coastal and marine sector. In recent years, the private sector has been involved with such efforts through the corporate social responsibility (CSR) arm of their companies. This corporate governance allows the private sector to partner with local governments, nongovernment organizations (NGO), and communities to aid sustainable development programs. The ICM framework and processes provide the means for the local governments and stakeholders to build consensus, involve parties in the planning process, organize

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roundtable discussions, and agree on actions. These would increase collaborative efforts and encourage the private sector to play a more active role in sustainable development in East Asia. The rehabilitation efforts in Thailand, habitat protection programs in the Philippines, coral reef conservation in Bali, Indonesia, and solid waste management in Cambodia are some of the success stories after the ICM program was implemented in these areas. The present study highlights how the private sector's participation contributed to achieving the goals of sustainable development programs.

Background

Several problems arising from unregulated or inadequately managed coastal and maritime development continue to threaten the environmental quality of the East Asian seas and their coastlines, not only affecting biodiversity but also the functional integrity of the coastal and marine ecosystems therein, causing socioeconomic and management complications (Pido, et al., 2011). Some of the key environmental challenges include habitat destruction, increased pollution, and decrease in species biodiversity, especially in coral reefs (Roberts, et al., 2002) and mangrove forests (Valiela, et al., 2001). Affected coastal areas consequently have negative impacts on the living resources, livelihood, and quality of life of nearby communities (Padayao and Sollestre, 2009; PEMSEA, 2006).

Some private companies have independently begun "corporate governance" with respect to their targeted coastal area through specific project funding and supervision. For example, in the Philippines, the Bank of the Philippine Islands (BPI) partnered with the World Wide Fund for Nature (WWF) to conduct risk assessments on climate change and its effects on the cities of Baguio, Cebu, Cotabato, and Iloilo as well as identifying subsequent environmental hazards, socioeconomic susceptibility, and adaptability concerns (Cruz, 2011). Similarly, in Thailand, Siam Compressor Industry Co. Ltd. (SCI) participated in mangrove rehabilitation and crab release in the Laem Chabang District in the province of Chonburi (Mitsubishi Electric Corporation, 2014). Likewise, local governments took strong initiatives to address their respective environmental challenges. For example, the Xiamen City government (PR China), imposed sea area usage fees on all commercial users and penalized those who exceed waste disposal standards (Uychiaoco, et al., 2009).

In order to further improve the conditions of the community and the natural resources on which they greatly depended on, the private sector, in exercising their CSR, could collaborate with local governments and contribute to their sustainable development programs. Through the ICM framework and processes, local municipalities and stakeholders (e.g., private sector) are adequately consulted and involved in program initiation and eventual implementation (e.g., through PEMSEA public-private partnerships procedures) (Table 1). Through this approach, both the local government and private corporations could share responsibility in developing projects catering to their respective coastal communities. One example is by pooling resources in assessing the environmental and socioeconomic status of each area (Whisnant, 2014). By attracting the corporate sector and involving them as stakeholders in planning sustainable development programs, funding and technical expertise could be made available to the local executives and communities through training, capacity development, information dissemination, and marketing of managed resources (Salayo, et al., 2008).

Approach and Methodology

Several ICM practices in East Asia had successfully involved private corporations operating at the concerned areas. This study reviewed such practices

Table 1. Summary of PEMSEA PPP procedures (Cruz, 2011).

Procedure	Description
Scoping and consensus building	Address community, local government, and private sector concerns
Packaging, promoting and networking	Target areas for private sector to aid
Roundtable and selecting partners	Discussions between private corporations and local government
Partnership building	Continued coordination between companies and local municipalities
Institutionalizing partnership arrangements, and developing and adopting a business plan	Memorandum of Agreement between public and private entities
Improving and sustaining	PEMSEA-monitored CSR Awards system based on "Evolution, Revolution, and Resolution"

in Cambodia, Indonesia, Philippines, and Thailand, with special emphasis to identify the following:

1. conditions favorable to the participation of the private sector in ICM programs – policy environment needed for private sector to actively participate; political and social conditions that contribute or inhibit private sector involvement;
2. appropriate approaches which lead to effective collaboration between public and private sector partnerships as well as approaches that motivate private sector interest and willingness to actively contribute to the ICM program activities;
3. role and contributions of the private sector in the planning and implementation of ICM programs like enforcing CSR and mobilization to support long-term sustainable development goals and objectives;
4. examples of good practices for demonstrating effective public-private sector partnerships; and
5. lessons learned from private sector participation.

Results

Increase in collaborative efforts between local government and private sector. Some examples of successful ICM programs were carried out in Bali (Indonesia), Batangas (Philippines), Chonburi (Thailand), and Sihanoukville (Cambodia). Local governments and corporate sectors agreed to work together to finance projects, implement guidelines, share expertise and provide training for the community in addressing sustainable development challenges especially pertaining to habitat rehabilitation, fisheries, and waste management (Table 2).

Rehabilitation efforts in Chonburi Province, Thailand. In 2001, the Chonburi provincial government collaborated with the Partnerships in Environmental Management for the Seas of East Asia (PEMSEA) to develop and implement a pilot ICM program to demonstrate the effectiveness of the ICM approach. The local government-driven ICM program focused on the protection and rehabilitation of the natural resources and the environment. The municipalities involved worked in close cooperation with relevant line agencies, state enterprises, private sector, concerned communities, NGO, and educational and research institutions. Since then, coastal management efforts of the various sectors were able to minimize not only conflicts with one another but also duplication of activities. The Program Management Office of Chonburi implemented activities and annually reviewed the progress of ICM program implementation (Kangchanopas-Barnette, et al., 2012). Through the initial demonstration project—which involved five provincial municipalities, i.e., Sriracha, Saensuk, Laem Chabang, Koh Si Chang, and

Table 2. Summary of East Asian countries with collaborative efforts from the private sector.

Countries (Municipalities/ Provinces)	Issues	ICM Sustainable Development Aspects	Corporate Sector Involved	Implemented Programs	Improvements
Thailand (Sriracha, Bang Pra, Laem Chabang, Bang Sare, and Sattahip)	Low crab stocks	Food security and livelihood management	Fishermen's Association; Thai Oil Co. Ltd.	"Crab condominiums", protection of gravid crabs	Increase in crab catch
Philippines (Batangas Province)	Destruction of coral reefs from dynamite fishing; overfishing	Habitat protection, restoration and management; food security and livelihood management	First Gas (First Gen)	Marine protected areas; Sea Patrol ("*Bantay Dagat*")	Increase in fish catch; discontinued dynamite fishing
Indonesia (Bali)	Decline in coral reef populations	Habitat protection, restoration and management	BTDC; NDRF	Artificial reefs and coral reef monitoring; "Adopt a Coral"; BUCP	Increase in cultural and environmental awareness; ecotourism
Cambodia (Preah Sihanouk)	Ineffective solid waste management	Pollution reduction and waste management	Sihanoukville Tourism Association; Cintri	Daily beach cleanups; solid waste management	Environmental awareness and tourist influx; treatment of solid waste

Chaoprayasurasak (now Aoudom)—an equivalent of 18% of coastal communities in Chonburi province, more coordination and cooperation occurred between local administrations and associated stakeholders, including private sector.

The implementation of the Chonburi Coastal Strategy and action plans heightened public awareness, promoted greater cooperation between agencies and sectors, streamlined management actions in achieving common visions, thus leading to optimization of financial and human resources, strengthened institutional management capacity, and building up of a critical mass of local officials and key stakeholders for undertaking present and future management challenges.

In 2006, the Sriracha Municipality and the fishers' association initiated a crab conservation program (i.e., "crab condominiums") to help increase blue swimming crab (*Portunus pelagicus*) populations for sustainable harvest of this once overfished crab species (Johl, 2013). Other municipalities such as Bang Pra, Laem Chabang, Bang Sare, and Sattahip were also involved in a similar project (Kanchanopas-Barnette, et al., 2012). When more crabs were caught in 2007 than the previous year, the fishing community began to realize that this increase could be the result of responsible harvesting and conservation promoted by the projects (Suanrattanachai, et al., 2009). Promotional activities for the communities, like juvenile crab releases on the birthdays of the King and Queen, finally encouraged the participation of private companies (e.g., Thai Oil). Thai Oil not only provided financial aid for the crab conservation program (Kanchanopas-Barnette, et al., 2012) but also helped in developing and financing other environmental projects, such as the Ecological System Development Project and the Green Communication Project (Thai Oil Public Co. Ltd., 2013).

Innovative mussel farming systems were also developed along the coast of Sriracha Bay. Floating mussel farms were set up in Sriracha Bay resulting in additional income for the fish farmers. Subsequently, the concerned fish farmers formed an association to promote and sustain the new aquaculture practice. The association was able to secure technical assistance

from government institutions and universities such as Kasetsart University and Burapha University, specifically to better understand the biological and ecological requirements of green mussels. The Sriracha Municipality granted 200,000 Baht (US$ 5,600) to Burapha University to study the epidemiology of mussels which suffered mass mortalities in 2007. The cooperation of local government, public universities, and fish farmer association to ensure sustainable farming strengthened a new form of public–private sector partnership.

Another form of partnership could be seen in the sea turtle conservation program which was implemented by the local government in close cooperation with the Royal Thai Navy. The Sea Turtle Conservation Center of the Royal Thai Navy releases sea turtles annually to their natural habitat with wide public participation. Under this program, the local municipality and the Royal Thai Navy set up a sea turtle hatchery to raise young turtles for release. The local fishers were encouraged to rescue sea turtles caught by fishing nets and kept in collection ponds in the city park where the turtles were fed and treated for wounds and diseases. The turtles from the hatchery and those from the collection ponds were then released back to the wild. The annual release of sea turtles was undertaken to enhance stakeholder awareness and participation in coastal resource conservation particularly to encourage the participation of local fishers, local citizens, private sector, academe, government agencies, and administrative units as well as the media (Kanchanopas-Barnette, et al., 2012).

Habitat protection and management in Verde Island Passage, Philippines. As a prerequisite of the ICM program, the provincial government of Batangas formed the Batangas Bay Region Environmental Protection Council (BBREPC) composed of representatives from local governments, other government agencies, communities, and private sector. This created an effective platform for the private sector to participate, channel its expertise, and better define the objectives and expectations of its social responsibility. As an active member of BBREPC, First Gen (through First Gas), a privately owned company, took the initiative and leadership among private sector for the marine conservation of the Verde Island Passage, a world marine biodiversity center. First Gen assisted in the protection of this biodiversity-rich area, which includes Batangas, Oriental and Occidental Mindoro, Marinduque, and Romblon (First Gen, 2015) with partnership from NGO, especially Conservation International-Philippines (CIP) through the establishment of the First Philippine Conservation, Inc. (FPCI) to coordinate and implement joint activities (Rosales and Vergara, 2009).

This form of shared partnership assisted local communities with the Project Center of the Center (Project CoC) program, wherein local fishers are given financial and organizational support to assist in the management of the designated marine protected area (MPA). Collaborative efforts between First Gen and the concerned local government have also benefited fisherfolk through a series of activities including operational supervision (e.g., reconnaissance surveys) (First Gen, 2010); volunteer orientation (e.g., Planning, Implementation, Monitoring, and Evaluation [PIME] Training; Red Cross Emergency Training); funding for operational facilities (e.g., cellular phones, fuel, and global positioning system); and community services (e.g., education for children, operational support and accident insurance, legal counselling, and expenses of Sea Patrol [*Bantay Dagat*] volunteers) (First Gen, 2011).

First Gen, in collaboration with the provincial government of Batangas, USAID, CIP, and the Bureau of Fisheries and Aquatic Resources (BFAR), also implemented an award system to recognize local governments for effective governance and maintenance of MPAs (i.e., the Batangas Recognition Awards for Verde's Outstanding MPAs). With the help of local residents, monthly coastal cleanups are also carried out in Danglayan San Pascual, Santa Clara, and Santa Rita Aplaya (First Gen, 2013). Through the continued support of First Gen, local residents, like Nestor de Austria (*Bantay Dagat* vice chair of Mabini, Batangas), have seen an increase in fish catch: "...now we catch

not only many, but big tuna" (First Gen, 2011). Not only larger and more economically valuable species (e.g., skipjack, "*gulyasan*") were caught, but also the practice of dynamite fishing had been discontinued (Padayao and Sollestre, 2009). Removal of such a destructive method of fishing helps impede the decline of coral reefs and aids in the rehabilitation of this habitat (Fox, et al., 2005).

Coral reef conservation in Bali, Indonesia. Comparatively, the Bali Tourism Development Corporation (BTDC) in cooperation with Nusa Dua Reef Foundation developed a project that aimed to rehabilitate and restore the coral reef ecosystem in Nusa Dua and Tanjung Benoa. The Coral Reef Conservation Project was BTDC's main CSR program designed to combat the threats of destructive fishing practices, coastal development, and climate change (EAS Congress, 2012). Since 2009, 77 artificial reefs (Submarine Reef) were introduced to create a suitable substrate for coral recruitment and formation. Research was also conducted on associated fish and invertebrate communities to monitor the outcomes and progress of the project efforts. There was clear evidence of a resulting shift in pressure away from natural reefs and an increase in the number of marine organisms in Nusa Dua and Tanjung Benoa (Komang, 2012).

Financial and operational aid from stakeholders, local governments, and other private sectors through "Adopt a Coral" program helped sustain the conservation efforts. Other activities and campaigns, like SCUBA training, beach cleanup, "Bali's Big Eco Weekend", and "Pledge An Act, Save Our Coral", have also garnered support and awareness. In order to integrate the Balinese culture into the rehabilitation effort, the Badung Underwater Cultural Park was developed in 2012 to serve as a constant reminder of the need for marine conservation and community involvement. Here, local artists sculpted culturally themed statues (e.g., *Kecak*) that were placed underwater (at a depth of 12 m) which also serve as alternative substrates for more coral adherence and as additional attraction for tourists.

Furthermore, BTDC is a committed member of the Coral Triangle Initiative, which is a conglomerate of six nations that promotes the need to conserve and protect the largest coral reef ecosystem with the highest concentrations of marine biodiversity (EAS Congress, 2012). By rehabilitating the coral reefs in Nusa Dua and Tanjung Benoa, increase in tourism and fish catch were observed. These results benefited the local communities through continued sustainable development practices, public education, awareness campaigns, and marine conservation advocacy.

Proper waste management in Sihanoukville, Cambodia. The advantages of public-private partnerships (PPP) were also observed in Sihanoukville, Cambodia, through the waste management programs (PEMSEA, 2008). The Sihanoukville Tourism Association (STA) has been active in aiding the cleanup of the city center and the beach areas since 2013. The STA organized a monthly cleanup campaign in collaboration with the provincial government and undertook "daily cleanup" with the help of 15 workers employed by the association (PEMSEA, 2015). More importantly, solid waste management (SWM) became a top environment management priority in Community Village No. 1 in Sangkat 4 Commune. The community paid for the SWM services which included hiring a local private waste management company (Cintri) for the collection of wastes and transport to dumpsites. Since the success of the first project phase, which involved 280 families, the project extended its coverage to 1,155 families from five villages. Favorable outcomes were observed (e.g., each household separated their wastes before collection). An SWM Fund (from

user fees) was established to strengthen the solid waste management program, including proper information dissemination to the community and coordination with the private sector. Consequently, the Commune Council of Sangkat 4 and the associated five villages were able to successfully implement a revised SWM program which promoted segregation, recycling, and composting of wastes (Soriano, 2011).

In 2007, the Cintri Waste Management Company entered into a PPP agreement with the Sihanoukville Municipal government by providing assistance to the SWM program implementation (Fee, et al., 2012). The Sangkat Council receives a portion of the total fees collected for management of primary collection, which it distributed among its waste collectors; a Revolving Fund was likewise established from the revenues of the solid waste management project. The program was beneficial to the residents of Sangkat 4 (1,110 households) because of the management of their solid wastes and increased cleanliness. Subsequently, this SWM project approach was adopted in other places such as Tomnob Rolok Commune of Stung Hav District and Preah Sihanouk Province. Capacity building and SWM orientation activities were further developed for academic institutions like the Hun Sen High School in Stung Hav. A SWM coordinating team from Sihanoukville was established to ensure effective implementation of the PPP agreement. This was headed by the commune chief of Sangkat 4 while the concerned local government officials and department heads served as members (Soriano, 2011). Despite these efforts, poor law enforcement and inefficient collection of fees from residents continued to challenge the smooth implementation of the SWM program. More effective public education on waste management as well as provision of adequate trash bins for waste collections were necessary (Fee, et al., 2012).

Lessons Learned

Lessons pertaining to outcome of PPP initiatives

1. **Better appreciation for the private sector's initiatives strengthen commitments and partnerships.** The involvement of the private sector in advancing their CSR through active participation in environmental management under a broad ICM program framework creates positive impact with their partner stakeholders especially the local governments, NGO, and communities, and fosters stronger commitments and partnerships. Both First Gen and BTDC incorporated their CSR initiatives as part of the integral structure within their corporations. Both companies initiated the development of projects on habitat rehabilitation and livelihood organization in their respective areas. First Gen did not limit itself as a financer but also became deeply involved in project implementation as an active partner, including troubleshooting when implementation problems arose. For example, whenever the Verde Passage Project encountered problems, First Gen would be involved in troubleshooting or helping in redirecting the project. This shows the conscious effort of First Gen to be involved and remain committed. In addition to this, First Gen also introduced and shared its work ethics of rigor, efficiency, focus, and discipline in accomplishing tasks that are being learned by the First Philippine Conservation, Inc. (FPCI) and the Conservation International-Philippines (CIP). First Gen also shared its effective tool on communication with the general public (Rosales and Vergara, 2009).

2. **Integrative collaborative governance broadens perspectives.** The implementation of ICM generates opportunities for local governments, private sector, schools, and other stakeholders to work closely with one another. This process enables stakeholders to expand each other's perspectives by giving support in terms of sharing information, knowledge and materials,

equipment, and collective implementation of approved projects. In addition, it strengthens collaborating partners to contribute their share based on their individual strengths. One good example is the involvement of local universities and research institutions as stakeholder partners in contributing to information gathering and technical expertise and also in building technical capacity needed for program implementation. In the case of Chonburi, local governments are working closely with universities (e.g., Burapha University, Fisheries Research Station of Kasetsart University, and Aquatic Resource Research Institute of Chulalongkorn University) to address various technical information needs to enhance decisionmaking (e.g., technical study on the impacts of sea-based transfer of cassava flour and other dusty commodities in Sriracha Bay; research to address sea turtle diseases in the conservation ponds; green mussel diseases; seagrass transplantation; oil spill impacts; ocean circulation). Furthermore, a couple of university faculty and staff were also involved in climate change research. They also served as facilitators for the dissemination of climate change knowledge and technical know-how for the local governments (Kanchanopas-Barnette, et al., 2012).

3. **Community involvement with the private sector.** The willingness of the community to partner with the private sector exhibits their commitment to cooperate and participate actively in activities that contribute to social benefits such as the Solid Waste Management Project in Sihanoukville, Cambodia, as demonstrated by the willingness of families who eagerly partnered with the local government and the private sector. The communities involved learned and appreciated that they were also playing an important role like the other stakeholders in the waste management initiative. They felt that they were not simply the beneficiaries of the project but that they also contributed to the improvement of human health and the environment (Fee, et al., 2012).

Lessons pertaining to the application of approaches and methodology contributing to building public–private sector partnerships

1. **Build consensus among stakeholders.** Continuous efforts in building consensus and participation of all concerned stakeholders were an essential part of ICM strategy especially in the development of PPP program. Baseline studies and partnership activities were aimed at building understanding and consensus among stakeholders for appropriate policy, regulatory, and institutional reforms as well as creating a conducive environment for PPP. As some local executives might have limited exposure to and experience with private sector participation in ICM programs, awareness building on some positive experiences with PPPs and common stakeholders concerns could be one of the options to build partnerships with the private sectors.

2. **Involve all concerned stakeholders (including private sector) in planning and implementation of sustainable development programs.** Collaboration among stakeholders and local governments in sustainable development programs would create a policy environment, which encourages concerned private sector to participate in fulfilling their CSR activities. Through the ICM framework and processes, local governments and private companies could join hands in developing projects that cater to coastal communities within their respective areas of operation. Such projects can be carried out by incorporating their resources in undertaking coastal surveys and assessments (Whisnant, 2014; PEMSEA, 2015) as well as on capacity development and information dissemination activities. Some corporate sectors could also contribute their technical and marketing skills in the process.

3. **Conduct roundtable discussions.** Roundtable discussions between local government and concerned stakeholders especially in the selection of the corporate sector could create a favorable

environment for partnership building through subjects of common interest including problems identification and solutions, common visions, goals and targets, and action plans. Such roundtable enables the private sector to have access to various local government agencies and key stakeholders. In fact, it provides opportunities and avenues for interaction with local government units.

4. **Build and institutionalize partnerships.** Partnership is forged through roundtables, follow-on talks, and involvement in the planning, development, and implementation of ICM programs involving collaboration of local governments, public sector, and other stakeholders. Hence, it provides a foundation for institutionalizing a public and private sector partnership arrangement that could take the form of a memorandum of agreement. Such undertaking ensures sustainability of endeavors and areas of cooperation for long-term benefits.

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