

# Catching the Burgeoning Wave of Corporate Responsibility for Manila Bay

**M**anila Bay has been a silent witness to many historical battles, and now, it is in another battle. Water pollution, overexploitation of resources, and degradation of habitats: this is a common theme in many of our coastal areas, not only in Manila Bay, but around the world. PEMSEA has committed to assist government and nongovernment stakeholders to rehabilitate the Bay and integrated coastal management (ICM) has been identified as a systematic approach to implementing the Operational Plan for the Manila Bay Coastal Strategy (OPMBCS) covering three priority issues, namely, good governance, water pollution and overexploitation of resources (Tuddao, 2009).

Corporate social responsibility (CSR) initiatives in Manila Bay were highlighted in 2009 during the CSR Forum for Manila Bay Rehabilitation, to encourage the private sector to work in partnership with national and local governments, to build awareness and transfer experience and good practices to benefit the people, and to build sustainable solutions to environmental problems the Bay is now facing.

For the Partnerships and Governance goal of Manila Bay, PEMSEA drew from its experience in Bataan and Batangas (Philippines) where multinational companies partnered with local governments to develop and implement ICM programs, thereby achieving significant improvements in the protection and restoration of coastal and marine resources.

The partnership experience of PEMSEA and the ensuing success of those endeavors, has raised an important question for PEMSEA: Can the experience in existing ICM sites, where collaborations were developed with the private sector, be duplicated in other sites for a win-win situation for all sectors? In order to answer this question, and know more about the key issues of social responsibility in the private sector, PEMSEA embarked on a baseline study of the existing social responsibility initiatives of corporations in the Philippines and the ways by which the private sector can help the public sector and other stakeholders achieve sustainable development of coastal areas.



The Bataan ICM Programme (BICMP) has set up anti-illegal fishing and illegal logging task forces.

## Delving into the Social Responsibility Initiatives of the Private Sector

Corporations around the world, as well as their stakeholders, are becoming increasingly conscious of the need for socially responsible behavior. While corporate objectives normally revolve around financial returns, it was found that many corporations do their share in making a difference for the community, in the form of CSR activities.

For CSR globally, the 2008 report of the World Economic Forum, aptly named, "Partnering to Strengthen Public Governance," (World Economic Forum, 2008) had an interesting observation, mainly that many of the CSR programs of corporations are pro-actively created "in spite of government." Since the corporations feel that the government is not doing its job, they take it upon themselves to do something about the situation. This wariness can be observed among key sectors engaged in coastal and ocean governance — national agencies, local government units (LGUs), the business community, nongovernmental organizations (NGOs) and other civil society groups in general. PEMSEA's objective is to bridge this gap by building purposeful partnerships among the different sectors. Experience has shown that this can be successfully done through ICM whose aim is this very integration.

The organizations interviewed for the study represented a good spectrum of the industries present in the Philippine market:

- Utilities (Water) – **Maynilad**
- Services (Outsourcing) – **Accenture**
- Banking – **Bank of the Philippine Islands (BPI)**
- Telecommunications – **PLDT**
- Manufacturing (Food) – **Nestlé Philippines**
- Hospitality (Luxury Hotel) – **Shangri-la**
- Oil and Gas – **Petron**
- Transportation (Air Travel) – **Philippine Airlines**

Many of the CSR endeavors of corporations were a dynamic mix of core social responsibility elements, with some enterprises containing more elements than others, including human rights, labor practices,



Global Environment  
Facility



United Nations  
Development Programme



United Nations Office for  
Project Services



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environment, fair operating practices, consumer issues, and community involvement and development.

Below is an overview of the existing CSR initiatives of the corporations:



**Nestlé Philippines**  
(Manufacturing: Food)

Nestlé's corporate responsibility framework is called "Creating Shared Value." Key issues in this endeavor are:

- **Nutrition** - Nutrition is at the very core of Nestlé's existence. Nestlé educates the public about good nutrition and making nutritious food and beverages available to people with limited access to it. For example, noting that a significant percentage of Filipino children are deficient in vital nutrients such as iron, calcium, vitamin C, thiamin and riboflavin, Nestlé has stepped up efforts to enrich some of its popularly priced products with these nutrients.
- **Rural Development** - Nestlé Philippines desires to make a meaningful difference in the lives of communities where its factories are situated. For the Nestlé Lipa factory, for example, the "Cut and Sew" program was instituted in *Barangay* Bagong Pook in which the village ladies were given the opportunity to learn to sew and sell their work to the Lipa Factory, an endeavor that has now grown to an enterprise that generates as much as PHP 1.5 million worth of business every year for the residents. Here, residents make use of their sewing skills to supply the factory's requirements for uniforms, laboratory gowns, hairnets, shoe covers, and rags. Nestlé's rural development also extends to the farmers who produce the coffee it manufactures, and the youth who make up a significant percentage of its consumers. Beyond these specific communities, Nestlé is also sensitive to the plight of families whose lives have been overturned by natural misfortunes, coming to their aid to help them recover from their losses. Nestlé's outreach programs span a wide scope, ranging from



**Nestlé has made efforts to enrich their products to include nutrients such as iron and calcium. They have also promoted the importance of drinking milk in various schools.**



**Used coffee grounds are used by Nestlé for steam generation which can power factory operations, resulting in cleaner air emissions.**

skills training to livelihood opportunities, from disaster relief to village reconstruction.

- **Environment** – "Reduce and reuse. Optimize and maximize. Conserve and preserve. Share and spread." These are the measures by which Nestlé Philippines manifests its care and concern for the environment.
- **Reducing and reusing** – Since the start of its Packaging Source Reduction Program in 1993, Nestlé has saved a total of 13,180 metric tons of packaging materials, cutting down the volume of solid waste generated from packaging. Through operational efficiencies and solid waste management (SWM) initiatives, the Company has likewise reduced unrecoverable solid waste by 13.5 percent. These initiatives include waste segregation, composting, recycling, and reusing — practices that have been integrated into the day-to-day operations of all Nestlé worksites.
- **Water** – Nestlé's "reducing and reusing" is applied to other resources such as water. For example, their wastewater treatment plants in Lipa and Cagayan de Oro factories produce water clean enough to nurture a pond of Koi fish. The Company has likewise explored several areas where water can be further optimized, leading to the reuse of sealing water from vacuum pumps, cooling water from MILO processing, rinsing water, and recovered water from reverse osmosis plants.
- **Energy** – Nestlé makes full use of available technologies to convert byproducts in its own backyard into an energy source. For example, used coffee grounds are used for steam generation, which can power factory operations, resulting in cleaner air emissions.
- **Conserving and Preserving the Natural Environs**
  - **Tree planting** – Nestlé has converted factory backyards into mini-forests, as well as taken part in community tree-planting projects, adopting parcels of land designated for reforestation by local authorities.
  - **Cleaning up rivers and mountains** – Nestlé employees have fished out garbage from waterways, picked up trash along mountain trails, planted



bamboo trees on riverbanks to prevent soil erosion, and coordinated with authorities to enforce anti-littering and anti-pollution ordinances in these places.

- **Preserving marine life** – Nestlé Philippines has also installed artificial reef modules to help increase fish population and seeding reef areas with near-extinct marine species such as giant clams.



**Accenture**  
(Services: Outsourcing)

Accenture has adopted a central focus worldwide called “Skills to Succeed,” which aims to educate people and help build skills that enable them to participate in and contribute to the economy. In this regard, the company has:

- Transformed the audio-visual room of the Polytechnic University of the Philippines (PUP) into a fully-equipped learning facility called the Accenture Ideas Exchange Lab.
- Partnered with the Pinoy ME Foundation for the implementation of a micro-enterprise financing program for the benefit of Accenture custodians and security guards and their families.
- Partnered with the *Gawad Kalinga* Community Development Foundation, Inc. (GKCDFI) to help provide livelihood programs for GK communities.
- Initiated an ongoing program to improve the elementary and high school facilities of Barobaybay Mission Academy in Barobaybay, Samar, a fishing community.
- Partnered with French non-profit organization *Passerelles Numeriques* (meaning “Digital Bridges”) to provide college-equivalent Information Technology (IT) education to underprivileged youth in Cebu and neighboring provinces.
- Helped set up computer laboratories for schools in Pampanga
- Fielded volunteer Accenture trainers to teach programming technologies in partner schools
- Supported a program, Food for Hungry Minds, in which volunteer employees of Navitaire, a wholly-owned Accenture business, donate their time, initiate fund-raising programs and lend their expertise to enhance math and science education of underprivileged children in community schools.



**PUP President Dr. Dante G. Guevarra, representing PUP, and Mr. George Son Keng Po, representing Accenture, during the MOA signing that would transform the audio-visual room into a fully-equipped learning facility.** (Israel Baligasay, [www.pup.edu.ph/newscenter/?go=620](http://www.pup.edu.ph/newscenter/?go=620)).

Accenture also makes an effort to preserve the environment and support environmental initiatives such as tree planting, waste segregation, habitat conservation, and coastal cleanup.



**BPI**

**Bank of the  
Philippine Islands  
(Banking)**

The different CSR activities of BPI revolve around three Es: Entrepreneurship, Education, and Environment.

**Entrepreneurship** – The Foundation continues to expand its lending program for capacity building of microfinance institutions, which it pioneered 18 years ago. Beyond extending credit lines for this purpose, the Foundation has tied up with the Ateneo de Manila University to provide training for microfinance institutions on topics such as financial product design and development, delinquency management, financial analysis and governance.

**Education** – Organized in 1989 by the BPI Foundation, Inc., with the Department of Science and Technology (DOST), the BPI-DOST Science Awards recognizes exceptional science and engineering students from partner-universities nationwide. These students are individuals whose efforts made them excel in specialized fields of science, including mathematics, physics, engineering, chemistry, biology, and computer science. The awardees are recognized for their potential contributions to industry and nation-building, and are selected on the basis of their academic and research performance.



**Bank of the Philippine Islands has entered into a partnership with the World Wide Fund for Nature (WWF-Philippines) on a Climate Risk Mitigation Project.** ([www.angsarawiko.com/2010/09/bpi-and-wwf-partner-for-climate-risk.html](http://www.angsarawiko.com/2010/09/bpi-and-wwf-partner-for-climate-risk.html)).

#### **Environment:**

- BPI has teamed up with The World Bank's IFC and comes on the heels of an attempt by nations to negotiate an international agreement to curb carbon dioxide emissions at the United Nations Climate Change Conference in Copenhagen. The purpose of the partnership is to scale up lending to projects in energy efficiency and renewable energy.
- BPI has also forged a partnership with the World Wide Fund for Nature (WWF) on a climate risk mitigation project. The project aims to generate city-specific socioeconomic baseline data for selected cities, outside the National Capital Region, most likely to be adversely affected by climate change. The four cities

covered for this study are Cebu, Cotabato, Baguio and Iloilo. The selection of the cities was based mainly on the occurrence of storms, floods, drought and other extreme climate events during the past decade. Another crucial output of the project is a template on risk assessment associated with climate change. The assessment will focus on three elements, namely: hazards or the climate-induced stresses on the selected cities; vulnerability or the physical attributes and socioeconomic composition of the selected cities determining the degree of their susceptibility to the effects of climate change; and adaptive capacity characterized by the selected cities' institutional attributes that determine their degree of capability to respond and adapt to potential climate change impacts.



**Maynilad**  
(Utilities: Water)

Maynilad has an eclectic mix of CSR initiatives ranging from schools, community programs, emergency preparedness and response, and the environment.

- **The Expanded *Lingkod Eskwela*** – Maynilad's *Lingkod Eskwela* project is intended for West Zone public schools that have no access to clean and potable water. It involves the construction of free drinking/wash areas and regular sampling of drinking water to check its quality.
- ***Samahang Tubig Maynilad* Community Development Program** – *Samahang Tubig Maynilad* won for Maynilad the 2010 Anvil Award for Excellence. It is a community development program that aims to organize communities for new water service connections and for livelihood projects to enable them to responsibly manage their water resource.
- ***Tubig Para sa Lahat* (cause-oriented events)** – The Maynilad CSR project provides potable drinking water to cause-oriented events such as medical and dental missions, marathons, sports events and government caravans. It also gives water to disaster-stricken areas.
- ***Lingkod Ginawa*** – The CSR program serves as an on-call relief arm for events and disasters through massive resource mobilization of employees throughout its business areas. For example, when two typhoons brought record-breaking rainfall and unprecedented flooding that ravaged many areas in Metro Manila, Southern Tagalog, and Northern and Central Luzon, a team of volunteers from Maynilad, their family members and the Philippine Air Force worked together to produce over 7,000 five-gallon containers of potable water for the victims. Even after the onslaught of Typhoon Pepeng, Maynilad continued to produce thousands of five-gallon containers in order to bring drinking water to affected communities in the West Zone, East Zone and Northern Luzon.
- ***Lingkod Kalikasan*** – Maynilad CSR program for the environment where Maynilad joins in coastal cleanups and river cleanup drives (e.g., *Kapit Bisig para sa Ilog Pasig*), employees



**Maynilad's *Lingkod Eskwela* project involves the construction of free drinking/wash areas in public schools in the West Zone.**



***Samahang Tubig Maynilad* is a community development program that enables communities to responsibly manage their water resource.**

engage in tree-planting, and recycle old/damaged electronic devices (in partnership with Nokia Philippines).



**Shangri-la**  
(Hospitality: Luxury Hotel)

Shangri-la's CSR initiatives are extensive and well-rounded. They are one of the few corporations that cover a very wide range of social responsibility issues, including a human-rights policy of hiring people with disabilities. Below are their programs:

- **Employees** – Among many other initiatives on equal opportunities and work-life balance, Shangri-La set a policy that two percent of their employees must be colleagues with disabilities. The company encourages employee volunteerism by allowing employees to volunteer during their work hours (and not on their days off) and get paid the same rate.
- **Stakeholder Relations** – Transparency and reporting is highly valued through regular and open discussions with various stakeholders especially the local community.
- **Supply Chain** – Shangri-la requires business partners to have the highest standards in environmental, hygiene and labor practices and encourage practices that align with their commitment to Environment, Health and Safety. Suppliers both at the group and hotel level are required to fulfill a Code of Conduct and are subject to visits and audits.





Shangri-La's Boracay Resort and Spa have 'embraced' the children at Yapak High School and introduced a scholarship program.



Shangri-La Hotel, Bangkok has become the first luxury hotel in the city to invest in solar panels for water heating.

- **Embrace** – The 'Embrace' program aims to build, strengthen and sustain local communities through various and specific education and health projects. Hotels commit to these beneficiaries over for 10-15 years with the goal of employing the underprivileged youth.
- **Sanctuary** – Each of Shangri-la's resorts provides a natural habitat for flourishing biodiversity. The 'sanctuary' is Shangri-La's project for ensuring the highest standards in marine and terrestrial habitat restoration and environmental conservation.



**PLDT-Smart Foundation**  
(Telecommunications)

PLDT's initiatives are quite extensive. Most interesting is their institution of the Philippine Disaster Relief Foundation (PDRF) for the Marikina Watershed with multi-sectoral partners.

- **Philippine Disaster Relief Foundation** – The idea for this foundation was triggered by the onset of Typhoon Ondoy. The initiative is based on findings of weather and geology experts that much of the water that inundated Metro Manila came down from the Marikina Watershed, which today has only 20-30 percent forest cover. PDRF is also working on other issues including: (a) clearing Laguna de Bay of water hyacinths that clog the waterway and turning these into fertilizer and ladies bags; (b) planning to help in the dredging and widening of rivers; and (c) talking to key water supply companies to

construct adequate sewage facilities and water treatment plants. As is evident from these activities, PLDT is slowly moving towards more sustainable and multi-sectoral initiatives.

Other CSR initiatives for the PLDT-Smart Foundation are:

- **Microfinance** – The PLDT-Smart Foundation (PSF) supports microfinance initiatives as a means of providing Filipinos with opportunities to increase economic activity, foster the spirit of entrepreneurship, facilitate employment and improve the quality of lives.
- **Sports** – Through partnerships with sports associations, they support programs ranging from fundraising activities to helping promote sports at various levels.
- **Juvenile Rehabilitation Program** – In support of the Juvenile Justice Law (RA 9344) and as part of its efforts of investing in the youth, PSF is setting up a juvenile rehabilitation facility that will be complemented by developmental trainings. Through this program, the PSF hopes to help save children from prison terms that would only worsen their plight.
- **Poverty Alleviation** – Poverty alleviation is a common thread running across all of the PSF's programs. The PSF works closely with Philippine Business for Social Progress (PBSP) in its various community development projects around the country. Specifically, the PSF through PLDT and Smart supports the Amore Purpose Driven Community in Bicol and seven Gawad Kalinga Amazing Villages throughout the country. Hallmarks of these projects include not just provision for housing but also livelihood projects.
- **Disaster Preparedness** – The PSF is committed to establish an active presence in disaster risk management efforts in different areas of the country. The program deals with early prediction, relief and sustainable rehabilitation needs of the general community in times of calamity. Through these efforts, PSF aims to help bring hope to families in areas devastated by disasters.



When typhoon "Juan" slammed into Philippine shores, Cagayan Valley was first to feel the typhoon's onslaught, with Isabela province taking the brunt of it. With over 369,000 affected individuals in Region II, PLDT-Smart Foundation (PSF), Inc., and the Community Relations Division (ComRel) extended help to the region by organizing relief operations. ([www.pldtsmartfoundation.org/Partners/PSF/news/Juanrelief.htm](http://www.pldtsmartfoundation.org/Partners/PSF/news/Juanrelief.htm))

- **Arts** – PSF supports various projects that help uplift the stature and quality of art made by Filipinos. PSF also supports and provides opportunities for artists who share the purpose and programs of the PSF with avenues for community involvement.



### **Petron Foundation** (Oil and Gas)

Petron Foundation, as part of the Bataan Coastal Care Foundation (BCCF), supported the Bataan Provincial government in institutionalizing the development of the Bataan Integrated Coastal Management Program (BICMP).

Petron has been supportive of the BICMP from the beginning and assisted the LGU with the development of the Bataan Sustainable Development Strategy (SDS) and the Bataan Coastal Land and Sea-Use Zoning Plan.

Aside from the above-mentioned achievements, the BCCF, in active partnership with and support of the Provincial Government of Bataan, has been responsible for key accomplishments towards the BICMP, including:

- Increase in number of BCCF's member companies from 17 in 2002 to 23 at present;
- Integration of the Land- and Water-Use Development Plan for the Municipality of Abucay as part of the Comprehensive Land-Use Plan;
- Mangrove planting conducted annually, and now covering a total of 45 hectares, with 47,000 seedlings and 337,000 propagules planted;
- Coastal cleanup activities covering 156 km of the 188-km coastline of the province (83 percent);
- Regular Talisay River cleanup, which is a major tributary of Manila Bay;
- Establishment of the Ecological Waste Management Program;
- Establishment of artificial reefs (600 units established in Limay, Mariveles and Orion's municipal waters) and fish sanctuaries;



**BICMP coastal activities in Balanga City, Bataan.**

- Establishment of Bataan as a birdwatching site in the Philippines with 15,700 bird counts and 30 species;
- Campaign against illegal fishing, resulting in the arrest of 216 suspected illegal fishers and confiscation of 22 fishing vessels, fine-mesh nets and other outlawed fishing gears from January to December 2008; and
- Resolution on closure of the entire Manila Bay against commercial fishing. (RDC III-RPOC III-RDCC III Joint Resolution No. 03-01-2008).

Petron Foundation is a partner of PEMSEA and has encouraged the LGUs in the area to take action and institutionalize ICM. The ICM program in Bataan has enabled Petron to integrate various aspects of its environmental CSR initiatives, and have a sustainable and long-term solution for the environment. Petron Foundation has stressed that the ICM Program, with its five-year implementation plan, has given them the framework they needed for the creation of their Environmental CSR.

Petron's other CSR programs are under the umbrella program called Project H.O.P.E.: Helping Filipinos Overcome Poverty through Education. It is focused on providing a specialized learning program for the underserved children and youth. For the children, the focus will be on sending elementary-aged kids from Grades 1 to 6, keep them there, keep them well, and make sure that they learn. Support programs for the scholars' parents are also provided. Parallel to this is the building of Petron Schools in areas where the need for a venue for education is greatest. The program for the youth, on the other hand, is focused on promoting entrepreneurship among the youth by undertaking, creating, coordinating and acting as catalyst in entrepreneurship education and development, with the end-goal of making them creators of wealth.



### **PAL Foundation** (Transportation: Air Travel)

Philippine Airlines Foundation (PALF) is the Corporate Social Responsibility (CSR) arm of Philippine Airlines and is an accredited disaster relief, crisis intervention and welfare organization. PAL Medical Travel Grants are PALF's main program for humanitarian and social development assistance. These enable indigent Filipinos to go for medical treatment as charity or service patients for serious health conditions. PALF is the Philippines' coordinator for Mending



**PAL Foundation focuses on social development and health.**



Kids International which helps indigent pediatric patients with operable conditions.

PALF is also on the board of directors of the Association of Foundations, the oldest and largest network of non-profits in the Philippines. It is also a trustee of the Habitat for Humanity Greater Metro Manila Affiliate, the Christian Housing Ministry which builds homes in partnership with the poor. It is a member of the Multi-Sectoral Network Against Human Trafficking. The PAL Foundation has a preferential option for the poorest and the weakest members of society – the children, the differently abled and the elderly.

## Partnerships Can Make Things Happen

For many corporations, not limited to those interviewed, the most popular initiative for coastal care is, logically, coastal cleanup, which is a very good starting point. Pollution and debris in a coastal region are good indicators of, and symptoms of, deeper issues for the area. ICM can give corporations the bigger picture of sustainability, have a glimpse of the roots of many problems for coastal regions, and highlight opportunities through which they can take part. For corporations dedicated to making a difference, the integrated management approach will grant them avenues for viable and lasting impacts in the environment.

The corporate sector, as observed in the study, is a rich resource in terms of manpower, expertise, and economic contributions. ICM, when implemented properly, creates alliances across the many concerned public and private sectors of society, and is the framework for integrating the corporate sector, potentially tapping skills and resources for the sustainable development of coastal areas.

Taking into account what we now know to be the expertise and experience of the private sector in social responsibility, and the experience of what has been achieved in coastal regions with strong public-private partnerships, a few examples of ways by which corporations may assist in ICM development and implementation can be summarized as follows:

- Actively participating in the planning, coordinating and assessing ICM development and implementation;
- Contributing to the shared vision for the coastal area the development and implementation of strategies and other plans to achieve that vision;
- Creating corporate initiatives for sustained coastal care aligned with the initiatives of the local government;
- Supporting management interventions such as solid waste management, habitat rehabilitation, etc.;
- Instituting multimedia awareness campaigns on ICM and the value and benefits of marine and coastal resources;
- Providing corporate participation and encouraging community participation through coastal cleanup drives, mangrove planting, and other hands-on activities;
- Campaigning against illegal coastal activities in partnership with other major stakeholder groups;
- Aiding coastal communities in risk assessment and reduction, disaster response and rebuilding operations;

- Supporting and creating livelihood programs; and
- Creating and sustaining environmental sanctuaries in collaboration with local communities.

## PEMSEA's Next Steps for Public-Private Partnerships through CSR for Manila Bay

The multi-sectoral partnership process of engaging a corporation through its CSR is akin to establishing public-private partnerships. An existing framework, the PEMSEA PPP Process for the development of environmental investments, may be used as a guide towards the creation of "next action" steps towards CSR goals in the Manila Bay area.

## The Stages of the PEMSEA PPP Process

### Stage 1: Scoping and consensus building

Engaging with all stakeholders is a critical part of PPP. Baseline studies and activities aimed at building consensus among stakeholders for appropriate policy, regulatory, and institutional reforms are set at this stage. The aim is to help governments explore opportunities for public-private partnerships (PPPs) for their ICM activities. Due to limited exposure to and experience with private participation, activities at this stage may include awareness building, creation of projects that can engage the private sector, awareness-building of positive experiences with PPPs, and a comprehensive addressing of all stakeholders' concerns.

### Stage 2: Packaging, promoting and networking

PEMSEA's CSR endeavors will build on the Manila Bay initiative in the Philippines. In order to package the needs of Manila Bay for corporations, local government units in the surrounding areas will be encouraged to create their initial action plans for ICM initiatives and identify the areas where corporate partnerships would be beneficial. These action plans may include the setting up of project management offices, monitoring systems, and on-the-ground participation needed for specific activities (e.g. volunteers for cleanups, mangrove planting activities, information and education campaigns, etc).

### Stage 3: Roundtable and selecting partners

At this stage, opportunities and avenues for interaction of corporations and LGUs together will be provided. Dialogues and roundtable discussions between the sectors may be established and the interaction will provide the opportunity for corporations to create partnerships for sustainable endeavors. Corporations expressing support for the Manila Bay Coastal Strategy will be invited to dialogue with the local government units surrounding Manila Bay.

## Stage 4: Partnership building

Following the roundtable, follow-on talks will continue to be coordinated and partnerships will be forged between LGUs and corporations for ICM initiatives in the Manila Bay Area.

## Stage 5: Institutionalizing partnership arrangements, and developing and adopting a business plan

Once corporations and local government units come to an agreement, institutionalization of the partnership arrangements with a Memorandum of Agreement between the parties concerned will follow. This is to ensure sustainability of endeavors and areas of cooperation for the benefit of long-term impacts for Manila Bay.

## Stage 6: Improving and sustaining

The partnerships established in Stage 5 shall continue to be monitored by PEMSEA. As an incentive for corporate partners, a CSR Awards system will be developed and implemented in accordance with the following:

- **An Evolution Partner**  
As the introductory level of partnership, the Evolution Partner level will focus on partnership arrangements with the local government as well as participation in planning for sustainable development aspects in the local coastal area.
- **A Revolution Partner**  
The next level of partnership will involve measures for active participation in coastal governance. In addition good practices in management of marine and coastal resources shall be taken into consideration.
- **A Resolution Partner**  
The highest level of partnership, as institutionalized by the LGU, is awarded to corporate partners of LGUs for ICM programs that have had a positive impact among stakeholders in the community (e.g., social, economic, and environmental).

These levels will be based on the participation of corporations in the different ICM programs of LGUs around Manila Bay.

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## Conclusion

The foregoing shows that CSR initiatives of the Philippine Corporate Industry are definitely showing signs of life, compared to the preceding decade, and can be incorporated readily into public sector initiatives for the community. The Corporate Governance Watch 2010: Corporate Governance in Asia by the Asian Corporate Governance Association (2010), scores the performance of companies in seven areas: discipline, transparency, independence, accountability, responsibility, fairness, and social responsibility. The study placed the Philippines at the bottom of its list of 11 Asian countries while none of the Asian countries ranked reached the International Best-Practice score of 80 percent.

This is an opportunity for the corporate sector and LGUs who can catch the burgeoning wave of CSR, not only for Manila Bay, or the Philippines, but for Asia. PEMSEA's ICM experience with local governments provides the niche that is needed for forging partnerships between the local government and the corporate sector. By building multi-sectoral partnerships, various projects and resources may be pooled together towards a common vision, hereby maximizing the impact. Stand-alone initiatives of government and corporations have admittedly done much good, but PEMSEA's experience with its various ICM programs across the region have proven that for multi-sectoral partnerships, the whole is greater than the sum of its parts.

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