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Asia Pacific: Perspectives is a peer-reviewed journal published at least once a year, usually in April/May. It welcomes submissions from all fields of the social sciences and the humanities with relevance to the Asia Pacific region.* In keeping with the Jesuit traditions of the University of San Francisco, *Asia Pacific: Perspectives* commits itself to the highest standards of learning and scholarship.

Our task is to inform public opinion by a broad hospitality to divergent views and ideas that promote cross-cultural understanding, tolerance, and the dissemination of knowledge unreservedly. Papers adopting a comparative, interdisciplinary approach will be especially welcome. Graduate students are strongly encouraged to submit their work for consideration.

* 'Asia Pacific region' as used here includes East Asia, Southeast Asia, South Asia, Oceania, and the Russian Far East.

Corporate-Community Engagement in Upland Cebu City, Philippines

by Francisco A. Magno

Abstract

This study examines the role of Corporate Social Responsibility (CSR) activities in strengthening resource management and environmental sustainability in the upland barangays (villages) of Cebu City located in the central Philippines. In this effort, Philippine Business for Social Responsibility (PBSR) partnered with companies such as the Aboitiz Group of Companies in implementing a package of interventions embodied in the Cebu Hillyland Development Program (CHDP). The Area Resource Management (ARM) strategy developed by PBSR was used to improve the organizational, socio-economic and environmental systems of communities in the target sites.

The early signs of corporate social responsibility (CSR) in the Philippines appeared in the 1950s. These came in the form of corporate philanthropy exhibited through donations made to churches, orphanages, hospitals, and other welfare institutions. Corporate philanthropy gained policy support in 1958 when the National Science Development Board was mandated to certify contributions to social development that can be deducted from the taxable income of business firms. This measure encouraged the formation of corporate foundations.

However, it was in the 1970s that firms started to view CSR as a strategic imperative. With the explosion of social unrest and the resurgence of radical politics in the late 1960s and early 1970s, leading companies banded together to form the Philippine Business for Social Progress (PBSR). Through this venture, the business sector sought to finance community development projects and moderate drastic demands for social change. In 1972, some fifty corporations declared PBSR as the private sector's united and systematic response to the country's socio-economic problems. Each member company allocates one percent of its pre-tax profit for social development. Twenty percent of the amount committed for social development will be channeled to the PBSR to support projects undertaken by low-income communities while the remaining 80 percent will be used to fund the development initiatives of individual members.

The establishment of PBSR signaled a shift in perspective regarding the pursuit of CSR in the Philippines. It pioneered the promotion of the community development approach to CSR with a focus on strengthening corporate-community relations and building self-reliant and empowered communities. This makes it different from earlier models based on dole-out assistance mechanisms.

From an original membership base of 50, PBSR has grown and now counts 180 companies as members. In 2003,

membership contributions of PhP 42.61 million were used to leverage PhP 164.17 million from donor agencies and corporate benefactors.

Good corporate social performance has become a key objective for many firms. Corporate support for community-based development was fueled by a confluence of factors. First, business firms realize the importance of investing in social capital by contributing to capacity building and public goods provision in strategically defined host communities. Second, poorer sectors that were organized through civil society efforts acquire the skills to interface with the private sector. Third, the experiences and lessons gained by pioneer companies on CSR engagement begin to create ripple effects on the rest of the business community (Luz and Montelibano 1993).

The Cebu Hillyland Development Program

This paper will examine the role of CSR activities in strengthening resource management and environmental sustainability in the upland *barangays* (villages) of Cebu City located in the central Philippines. In this effort, PBSR partnered with companies, such as the Aboitiz Group of Companies, in implementing a package of interventions embodied in the Cebu Hillyland Development Program (CHDP). The Area Resource Management (ARM) strategy developed by PBSR was used to improve the organizational, socio-economical and environmental systems of communities in the target sites.

This case was chosen because of the comprehensive nature of the development strategy adopted as well as the multiple partnerships created in the process of implementing the CSR interventions. The CHDP, with more than a thousand beneficiary households, is also a showcase of community organizing, multi-stakeholder participation, and appropriate technology for PBSR. In 2003, a third of these households registered incomes surpassing the poverty threshold of PhP 6,400.00.

Context of Corporate-Community Relations

The study site was the setting for bitter resource conflicts. For two decades, real estate developers staked their claim on the ownership and use of lands occupied by the upland farmers. In this case, PBSR sided with the farmers and confronted the threats of land developers to convert the watershed into a golf course. Eventually, a legal ruling came out in favor of the farmers.

The key partner of PBSR in this effort is the Aboitiz Group of Companies. It is one of the country's largest conglomerates with interests in power, shipping, banking and real estate. The firm is identified with two foundations – the Ramon Aboitiz Foundation Inc. (RAFI) and the Aboitiz Group Foundation Inc. (AGFI).

Effects of Experience on the Community

The farmers were organized into a cooperative. After ten years of training and technology transfer, including knowl-

edge on contour farming and inter-cropping, the farmers are now assured of regular income from weekly harvests of high-value crops and from savings invested in a cooperative started with the support of PBSP. Producing mostly high value crops, such as bell pepper and lettuce, the farmers have adopted organic farming technology using vermin, farm discharges, and household wastes. An average of 21 tons of vegetables is directly delivered to Makro-Cebu, a large super-market chain, each month. The cooperative takes charge of marketing and finding buyers for their products.

More than 300 hectares of farmlands and grasslands maintain agro-forestry features such as contours, hedgerows and fruit-bearing trees. By employing crop rotation, farmers have discovered they not only improved their volume of harvests but also restored soil fertility and helped in alleviating Cebu's water shortage as well.

Corporation's Motives for the Intervention

This is a story of three generations of the Aboitiz family's involvement in CSR activities. Roberto Aboitiz, CEO of Aboitiz Land Inc., is a member of the Board of Trustees and Executive Committee of PBSP. Aboitiz' father, Eduardo, set up RAFI and engaged a full-time staff to draw up long-term social development projects to help the communities where the company is present. Eduardo Aboitiz was also a founding member of PBSP in 1970 because of the belief that there is a need for organized and institutionalized methods of doing social projects, since many individual companies lack the expertise to do it on their own.

In 1966, Ramon Aboitiz, father of Eduardo, endowed shares of his personal stock to establish RAFI as a way of giving back to the communities that have played a significant role in the growth of the Aboitiz business conglomerate. RAFI is a foundation dedicated towards improving the quality of life of poor communities. It espouses participatory and people-centered development. Its activities focus on gender, environmental sustainability, livelihood development, and local governance. Currently, overall management of the foundation is in the hands of Roberto Aboitiz. He is a third-generation member of the Aboitiz clan.

On the other hand, AGFI started its operations in 1988. It serves as the Aboitiz Group of Companies' response to social and civic responsibility. Education is the main thrust of AGFI. It continues to support the public school system through infrastructure building by constructing classrooms and science laboratories for public schools in areas where its companies operate. Its computerization program is still the biggest program of AGFI since 1999. At present, it was able to donate a total of 71 computer units with printer to public schools in the province of Cebu. Erramon Aboitiz served as the president of AGFI. He is part of the third generation of the Aboitiz.

While RAFI serves as the family based foundation, AGFI acts as the social development arm of the Aboitiz Group of Companies. Both foundations work hand in hand to see the vision of the great patriarch Don Ramon Aboitiz comes to reality.

Aside from having two foundations, the Aboitiz Group of Companies is consistently among the top five contributors of the Philippine Business for Social Progress (PBSP). As a matter of fact, Don Eduardo Aboitiz was a founding member of PBSP in 1970. He is among the second generation of the Aboitiz.

In 1987, the Visayas Regional Operations of PBSP were reactivated in Cebu after a lull period during martial law. Wanting to stage a grand come back, PBSP under the chairmanship of Erramon Aboitiz decided to engage in a series of consultation with the city government to identify the areas in which they could assist. Thus giving birth to an engagement with Cebu Hillyland Development Program. According to Mr. Aboitiz: "We needed to get the local business community involved or interested in PBSP and social development. The hillylands project of the city government was the impact program we were looking for. I personally thought that business and government could do a lot together, as partners in development" (Pavia 1998). At present, PBSP Visayas Regional Operations has 28 Cebu-based member companies.

Cebu City: The Development Challenges

The early 1980s saw the emergence of Cebu City as a dynamic growth center in the Philippines. High-rise commercial buildings, residential subdivisions, and tourism sites expanded like mushrooms. The influx of investments had attracted people from nearby provinces to migrate to Cebu for better job opportunities.

Cebu's rapid urbanization is impeded by severe topographical constraints. Cebu City has a total area of 32,880 hectares. Of the total area, 27.7 percent is already classified as highly urbanized area. At the rate it is going development is expected to will move to the rural areas. However, the rural areas of Cebu City are mostly classified as upland or hillylands. Only 7.4 percent of the rural areas are classified as lowland.

Table 1: Land Classification in the Rural Barangays

(Source: GIS-Cebu City/CCLUC, 1998)

Land Form	Area (has.)	Percentage
Lowland	1,865	7.4
Upland	5,796	23.2
Hillyland	10,766	42.9
Highland	6,656	26.5
Total	25,083	100

Topographical concern is not the only issue that accompanied the rapid growth in Cebu City. It is also faced with a growing shortage of water arising from serious forest denudation and soil erosion. Confronted with these challenges, Mayor Tomas Osmena came out with his pet project, the Central Cebu Hillyland and Development Program (CCHDP).

CCHDP is a product of the Central Visayas Rural Project (CVRP) that sought to provide a development strategy for Cebu's rural *barangays*, which had been neglected. It is funded by a loan agreement with the World Bank. The CCHDP Ad Hoc Committee was created with Mayor Tomas Osmena as the chairperson; Mr. Santiago Academia as Program Manager; and Dr. Florendo Zablan as consultant. The members of the ad hoc committee include counselors representing committees on Infrastructure, Agriculture, and *Barangay* Affairs, Association of Hillyland *Barangay* Captains, Department of Agriculture, Department of Environment and Natural Resources, RAFI, San Miguel Corporation, Atlas Consolidated Mining and Development Corporation, and PBSP.

The committee has four (4) components comprising of the Human Resource Development, Infrastructure, Agriculture and Administration. The Human Resource Development team was tasked to handle community organizing in the *barangays*, while Infrastructure team was tasked to conduct survey and feasibility of farms to market roads. Likewise, the Agriculture team was tasked to conduct lectures on upland technological innovations while the Administration team took care of the logistics.

After a series of consultation, PBSP decided to adopt three (3) *barangays*. City government adopted nineteen (19) *barangays* while the Department of Agriculture took in eight (8) *barangays*. Other NGOs declined to adopt *barangays* but pledged to support the program through livelihood and technology support.

PBSP decided to adopt *Barangays* Sinsin, Sudlon I and Sudlon II. Although Caridad Rivera-Corridor, Senior Manager at PBSP Visayas Regional Operations claim that there was really no scientific tools or indicators used in choosing the three *barangays*, These three *barangays* proved to be good catch.

All three *barangays* are under the protected area status as identified by the National Integrated Protected Areas System (NIPAS) Act of 1992. Among the three *barangays*, Sudlon II has the largest area covered by NIPAS at 94 percent. It was followed by Sinsin with 89 percent and Sudlon I with 70 percent.

Table 2: Barangays Within NIPAS Areas [Source: Participatory Land Use Planning (PLUP), 1998]

Barangay	Area Coverage (Has)			Total Area
	Inside NIPAS	%	Outside NIPAS	
Sinsin	731	89	90	821
Sudlon I	908	70	384	1292
Sudlon II	2501	94	166	2667

The NIPAS Act recognizes the impact of man's activities on the natural environment particularly the effect of increasing population, resource exploitation and industrial advancement. It emphasizes the importance of protecting and maintaining the natural biological and physical diversities of the environment, notably in areas with biologically unique features to sustain human life and development, as well as plant

and animal life. Thus, it provided the establishment and management of the National Integrated Protection System.

Prior to that, Presidential Proclamation 56 of 1936 set apart and designated the Sudlon National Park, a parcel of public domain situated in the City of Cebu, for park purposes and for the benefit and enjoyment of the Philippines. The park serves as the recreation or breather to balance the loss of natural space due to the rapid urbanization in the city. Among the five protected areas identified were The Central Cebu National Park, The Mananga Watershed Forest Reserve, the Kotkot and Lusaran Water Forest Reserve, and Buhisan Forest Reserve.

Barangay Sinsin

The name of the *barangay* came from the Cebuano word "*sinsin*" which can be traced back during the Spanish occupation. The chieftain known as Don Leon Kilat who fought against the Spaniards with Lt. Rafael Tabal, a guerilla leader used to inform the civilians to hide in "*sinsin*" (means "in group") to a certain place. This term became popular among the rebelling Filipinos in the area that always formed a group to fight and hide against the Spaniards. Later on, this usual way of hiding became the name of the area they used to hide.

The total land area of the *barangay* is 1,293 hectares. It is about 28 kilometers away from Cebu City proper with very rough road linkages from Tabunok via Manipis road. *Barangay* Sinsin is composed of 9 sitios namely, Kabiabsan, Alfagate, Nangka, Rac-ac, Udloom upper, Udloom lower, Latawan, Loblob and Sinsin proper.

The main source of livelihood is farming. Their average annual income is P11,350.40. This comes from the productions like vegetables (tomatoes, bell pepper, beans, etc.), livestock raising such as goat, cow, pig, chickens, etc., mango production, coconut, banana, and corn.

The total population of *Barangay* Sinsin is 2,305 with a total of 491 households. There are 1,244 females and 1,061 males with an average number of household member of 5 and a population density of two persons per hectare.

Barangay Sudlon I

Presently, there are two *Barangays* known as Sudlon. These are *barangays* Sudlon I and Sudlon II. The history of the name "*Sudlon*" came from two different stories. It is known to the people that Sudlon has a beautiful cave with a river and lake inside of it. However, the cave is located at the side of the cliff. If people want to see it, then they have to enter (which means "*sudlon*" in local dialect) the hardest way because of its location.

The other story was that Sudlon was used as a settlement of a group of people who were known to have extraordinary powers like the "*kublan*" (an invincible person who cannot be killed by bullets or knives) and those who had "*anting-anting*". Their group was called Juan Sapi-Sapi and if somebody wanted to join the group and learn their teaching, they have to enter ("*Sudlon*").

Barangay Sudlon I is 35 kilometers from Cebu City. It is geographically situated in the southwestern side of Cebu,

which has a total land area of 1,347 hectares. It has ten *sitios*, namely, Sep-ac, Batang-batang, Conset, Sangi, Napayran, Morga, Panas, Bitlang, Tabla, and Sitio proper.

It has a total population of 1,656 people. 844 of the population are male, 812 are female. It has 276 households with an average number of 6 family members.

Twenty five percent of Sudlon I land area is dedicated to farming. It is known as the “*Vegetable Center of Cebu City*”. It is the source of tomato, corn, squash, string beans, gabi, camote, and mango for the city. They also have livestock production and a few number of people are engaged in small businesses.

Barangay Sudlon II

Sudlon II has an area size of 2,613 hectares and is 32 kilometers away from Cebu City. It has 15 *sitios* namely, Guindawon, Tungkay 1 & 2, Gabi, Kansagahan, Sudlon 2, Balisong, Mara-ag, Satuhan, Cantipla, Panas, Kulabtingon, Sankugi, and Butong. The terrain of Sudlon II is from hilly to mountainous with an elevation of 800-900 meters ASL. The area is classified as Timberland - National Park.

Current population of Sudlon II stands at 2,332 people. Comprising 1,202 males and 1,117 females. Presently, there are 722 households in the area with an average household population of 6 persons. Seventy percent of the people are farmers. About twenty percent are businessmen or self-employed and the rest are employed in government or private institutions.

Involvement of the Philippine Business for Social Progress

Initially, the city government envisioned the Cebu Hillyland Development Program as mere reforestation or tree planting activities. However, after the visit of PBSP and the city government to the *barangays*, they witnessed that there was a lack of toilet facilities, water and medical services in the area. Initial findings of PBSP survey also indicated that

“...the people in the communities had more immediate needs than planting trees. They wanted to be able to send their children to schools close to home, to have better access to a doctor when they were sick, and earn higher incomes.”

Given the circumstances, reforestation was immediately put off as an immediate activity and concentrated on five major components such as community organizing, basic social services, technology development, enterprise development, and reforestation.

PBSP committed to support the Cebu Hillyland Development Program from 1989 to 1996, which was divided into three phases. Phase 1 involved fund raising and mobilizing resources for the uplands; Phase 2 took on technical and managerial help for community enterprises; and Phase 3 engaged business to take a stand for communities' land tenure and watershed protection.

Phase I (1989-1992): fund raising and mobilizing resources for the uplands

The Cebu Hillyland Program became a model for deep membership involvement for the Philippine Business for Social Progress (PBSP). Although, getting business to participate was difficult at first. PBSP Visayas Executive Committee chairperson Erramon Aboitiz set the ball rolling by getting his company involved.

In 1990, PBSP initiated the “Adopt-a-hectare” scheme aimed towards saving the Cebu Hillyland by establishing nurseries for seedling production and maintaining the reforested area. Companies can adopt a hectare by providing monetary contribution equivalent to the cost of planting and maintaining trees for three years. The cost of one hectare is twenty five thousand pesos (P25,000).

According to Caridad Rivera-Corridor, Senior Manager of PBSP Visayas Regional Operations, farmers in the three *barangays* were hesitant at first to allocate at least one hectare for the “Adopt-a-hectare” scheme.

“It is understandable since farming is their primary source of livelihood and every hectare of counts. Nevertheless, after series of discussion regarding the merits of the program, the farmer groups decided to embrace the program. Although, they can only give much since they also have to use the remaining for farming.”

On the other hand, business communities showed unwavering support to the program. There were more than 60 companies that participated in the campaign and gave out a total of P977,400 for reforestation alone. Ms. Rivera-Corridor stated that

“It is easy to mobilize business, as long as you show them their money's worth. Business would not want to fund if you tell them that you're going to use their money for training because they want to see visible results. We need to tell them that we need twenty five thousand pesos for a hectare, let's go plant trees”.

Following the success of the “Adopt-a-hectare” scheme, PBSP decided to go an extra mile from companies signing checks for reforestation cause to actual planting of trees. Through the “*Reforestation Caravan*” companies' employees and at times, chief executive officers get to do actual tree planting on weekends. Companies who have adopted a hectare likewise encouraged their employees to join the caravan.

Mr. Augusto Carpio III, Executive Vice President of Aboitiz Group Foundation Incorporate shared that as the social arm of the Aboitiz Group of Companies it is their task to organize community activities for their employees. And, the caravan has become a regular activity for the Cebu based Aboitiz companies. On average they send one hundred employees per one caravan. They adopted almost 2.5 hectares from PBSP and have since then used it as the tree-planting site.

“Reforestation Caravan” has become a regular activity for the employees of Aboitiz Group of Companies. Often times, it is the employees that come up to me

and request for a tree-planting activity. I tell them, go organize yourselves and I'll handle the budget for the transportation, food and seeds to be planted.

You'd even be amazed because during the scheduled tree planting day (annual activity of the company but there are unscheduled tree planting days upon the request of employees) the Aboitiz would join the employees under the sun, side by side in planting trees."

As of September 2002, PBSP takes pride in the 2,213.60 hectares (since 1990 up to September 2002) reforested areas through the initiatives of the PBSP assisted community-based organizations.

In 1991, PBSP launched the "Hillyland Christmas Card" project. The objective of the activity is to increase awareness about environment and raise funds for the adopted barangays. This project involves children in a drawing contest that is judged by representatives from the business sector. The winning drawings are featured on Christmas cards sold to the business communities. The cards come with a return slip that allowed the recipient of the card to have a tree planted in his or her name.

Phase II (1992-1994): Technical and Managerial help for community enterprises

Majority of the areas in the adopted *barangays* are dedicated to farming. When PBSP first came in, they discovered that farmers were having difficulty in selling their products because they lack the technological know-how, enterprise skills and credit facilities.

During that time, farmers only knew how to plant tomatoes all year round. Therefore, come harvest and market time prices of tomatoes go down. Farmers had no option but to sell their products at low prices, even up to the point lower than break-even.

Likewise, farmers lack the appreciation for the value of reforestation or preserving the environment. They only see the vastness of the forest as a mean for them and their family to stay alive. Cutting trees have been a source of livelihood for them.

The first thing that PBSP did was to organize cooperatives in the adopted *barangays*. They provided trainings on contour farming, inter-cropping and crop rotation. Farmers were introduced to high-value crops like bell pepper, cabbage, carrot, and celery to name a few. They were thought inter-cropping instead of just planting tomato. They were trained to implement contour farming to prevent soil erosion and organic farming technology using vermin, farm and household wastes.

At first the farmers were pessimistic to plant other crops having been used to planting just tomatoes. However, having seen the output of the demonstration farms set up by PBSP all of their hesitations were erased. PBSP set up two demonstration farms in each *barangays* to serve as model farms for farmers to see the value of contour farming, inter-cropping and crop rotation.

Likewise, PBSP also coordinated exposure trips for farm-

ers to Laguna, Davao and Benguet. This provided Cebu Hillyland farmers avenues to meet other farmers from all walks of the country to exchange ideas and techniques on how to improve their production. This activity also provided the farmers with on-the-farm trainings and experiences.

As of September 2002, there were about 8,507 households that participated in various trainings conducted PBSP at the adopted *barangays*.

Dindo Pagatpat, President of Sudlon II Farmers Livelihood and Training Service Foundation (SUFALTRAS) shared that the demonstration farm created a bandwagon effect to the communities. Upon seeing the success of the demonstration farm, everybody would imitate it by planting and applying the same technology to his or her own farm. It is good that PBSP was there to monitor the activities, they helped the cooperatives schedule their crops. Heterogeneity of crops prevented prices from going down.

"Sang ma-kita sang mga upod ko nga dako gali ang kita sa pag tanom sang high-value crops, nag si tanomna sila sadto. Mayo na lang kag ginbuligan kami sang PBSP nga mag rotate o schedule sang anom pananum. Indi na kami dungan kung mag-tanum, amo na mabaligya na namon ang produkto namon sa tama nga presyo."

PBSP thought the cooperatives the value of the environment and the need for reforestation in their area. Aside from hosting a number of tree-planting activities by companies, PBSP involved cooperatives in taking care of the seedlings and nurseries in the areas. This created a sense of ownership among the communities. As a result, the communities organized themselves to serve as "watch dogs" for young trees against firewood gatherers.

Phase III (1994 – 1996): business takes a stand for community's land tenure and watershed protection

As farmers experience improvement in their quality of lives, they began to express yearnings for ownership of the lands that they till. However, one of the stumbling blocks was the fact that all three adopted *barangays* of PBSP fall under the protected area category as identified in the NIPA Act of 1992 making all three *barangays* government-owned properties.

Seeing this concern, PBSP adjusted its program to include land security. In 1994, it facilitated 17 farmers to acquire Certificates of Stewardship contract from the Department of Environment and Natural Resources (DENR). The certificate is in pursuant to Executive Order 192 to promote environmental awareness, social equity, economic development and sustainable resources management by adopting an NGO-Assisted Community-Based Mangrove Forest Management (NGO-Assisted CBMFM). The key element of CBMFM is provision of security tenure for coastal residents/ mangroves dependents.

However, matters got worse when a Cebu-based real estate developer staked its claim on ownership to the lands inside Sudlon National Park and threatened to convert the

watershed into a golf course. In one incident, Sudlon II farmers were surprised when a bulldozer suddenly entered the national park and destroyed their trees and crops. Sudlon II farmers were left helpless with their trees and crops destroyed and they don't even know how to defend themselves against the rich developer.

Looking back, Dindo can't help but feel grateful to all the help that PBSP has showed them especially during the "demolition". According to him, everybody was in shock, they didn't know what to do. The company was equipped with big bulldozers. They were left with no choice but to watch their livelihoods be destroyed in front of them.

PBSP came to the rescue by providing paralegal services to the affected farmers. They even went up to the extent of providing lawyers for the farmers. The case was a long and winding one but PBSP was always there to see everything through. Their initiative did not go in vain as the regional trial court released a decision siding with the farmers. Although, the company filed a motion for reconsideration in the Supreme Court, this event is still considered a landmark victory for hillyland farmers.

Cebu Uniting for Sustainable Water (CUSW)

The incidence in Sudlon National Park served as precedence to future conflicts between companies wanting to convert the watershed to golf courses and friends of the environment. Communities both from the upland and highland realized the great threat of water shortages imposes once the companies succeeded with the conversions.

Following that, the dismantling of Mananga Watershed Development (MWDA), a multisectoral body established in 1989 to coordinate development in the Mananga watershed caused so much alarm to the community that it eventually lead to the creation of the Cebu Uniting for Sustainable Water (CUSW) in 1995.

Non-governmental organizations and people's organization decided to join forces and form the CUSW for the achievement of a holistic approach towards the protection, management and development of Cebu's water resources including, but not limited to, central Cebu's watersheds and coastal.

The organization started with only 34 members has grown to 138 non-government organizations, 82 individuals, membership as of 2001. PBSP took an active role in CUSW as business sector representative.

The creation of CUSW demonstrated how a community-based organization has developed and grown increasingly influential in the political arena. One of the engagements of CUSW is through the Cebu City Land Use Committee (CCLUC) tasked to formulate an interim land use plan and resource management policy guidelines for the Hillyland Barangays of Cebu City.

Aside from the representation of PBSP in CUSW, the Aboitiz was in the core front of the committee. There were only two non-government organizations represented in the Committee, the other, RAFI represented by Cristina Aboitiz, wife of Roberto Aboitiz.

Solid Waste Management

Recent developments in the three barangays brought solid waste management concerns to the attention of PBSP.

In the recent survey conducted by the city water resource committee in the Cebu City upland barangays, it was revealed that about 80 percent of the population in the area do not practice proper waste disposal of both solid and liquid wastes. About 83 percent of the upland barangay residents did not even have sanitary toilets. Shrubs and open space were the common areas for human waste disposal.

Household, domestic wastes were generally dumped in creeks or river channels and carried away during heavy floods into the sea. Some residents threw their garbage anywhere. Burning waste in the backyard has always been observed in the upland *barangays*. Compost pit disposal is not widely practice by the upland *barangays*. Regular garbage collection by the government or any agency is practically non existent.

As a matter of fact, during the time of interview with PBSP they are organizing their initial social waste management project in Sudlon I. They are hoping to expand this program to Sudlon II and Sinsin in the near future.

Successful Aspects of Experience

The CSR interventions strengthened the social and institutional infrastructures to support the transfer of appropriate technology and the application of upland agricultural production systems. The establishment of agricultural cooperatives and credit fund facilities were important in improving resource mobilization and marketing strategies. The partnership arrangements with the local government units were also crucial in the successful implementation of the program.

The Cebu Hillyland Development Program highlighted that partnership between the government, civil society, and business can go a long way in preserving the environment and alleviating the economic condition of the community. The Cebu Hillyland experience proved that CSR is an effective tool for companies in giving back to communities that have long been there for them, instead of just focusing on profit. The CSR interventions strengthened the social and institutional infrastructures to support the transfer of appropriate technology and the application of hillyland agricultural production systems.

Many Cebu upland farmers have reduced the use of chemicals and have started with backyard production of compost using vermi, household and farm wastes. More than 300 hectares of farmlands and grasslands maintain agroforestry features such as contours, hedgegrows and fruit-bearing trees. By employing crop rotation, farmers discovered that they not only improved their volume of harvests but also restored soil fertility and helped in alleviating Cebu's water shortage as well.

One of the prominent improvements in the community is the revival of forest cover. Ms. Corridor shared that during one of their meetings with the upland communities, one of residents jokingly commented that prior to the reforestation project they can see PBSP staff approaching at a far distance,

but after the project they could no longer see them thus could not hide from them. The experience also gave importance to the role of the civil society organizations in organizing poor sectors to have a better position to interface with business concerns.

The establishment of agricultural cooperatives and credit fund facilities were important in improving resource mobilization and marketing strategies. The partnership arrangements with the local government units (LGUs) were also crucial in the successful implementation of the program.

The partnerships with the various Local Government Units and the Policy Reforms instituted provided positive results: 6,501 households gained access to potable water from 364 systems installed or constructed; 10,180 households provided with medical assistance, and 250 malnourished children were provided supplemental feeding. Furthermore, there are about 2,590 farming households that gained access to the land they till.

Lessons Learned

Among the major lessons in CSR interventions, as seen in the case of Cebu Hillyland Development Program, is the importance of forging multi-sectoral partnerships with national and local governments, donor organizations, civil society and the business community.

It is imperative for the local government to exert leadership in program implementation. With limited resources, it is important for the local government to be open in partnering with civil society and business sector in its continuing quest to develop its communities. Corporate-community partnership should be supportive of poor people's efforts to gain ownership and control over resources critical to their prosperity. Corporations should have a sincere heart in engaging in CSR activities and not just apt for media mileage.

Non-governmental organizations are crucial in linking corporate-community partnership. The success of CHDP with PBSP can be attributed to the vast experience PBSP had on community organizing. The large active company membership of PBSP is key to mobilizing the business community.

Social change is about leadership by example. Officers, be it in government, non-government organizations or business sector should have a vision and exhibits sincerity in every endeavor he or she engages in. A good leader should also know how to motivate its subordinates or members to accomplish goals, taking charge but should also be willing to compromise. One of the factors that led to the success of CHDP is the leadership exhibited by then PBSP Visayas Regional Operations chairperson Erramon Aboitiz. He was able to show to his fellow businessmen the true meaning of CSR, which is giving back to the community.

He did not lose hope when at first when only few companies would follow his initiatives for the CHDP. In fact, he showed the business that it is worth their money to invest in CSR by getting his own company involved in it first. He even planted trees for other chief executive officers to see and follow.

Major policies have been enacted to clearly delineate

roles, functions, and responsibilities among stakeholders. The 1991 Local Government Code is a key policy tool in encouraging business and civil society to participate in local governance. In this context, LGU can serve as a critical function as CSR enablers.

In terms of environmental protection, the National Integrated Protected Areas System Act of 1992 is a landmark piece of legislation. For Cebu City, where five of the protected areas can be found, the NIPAS Act is crucial in providing framework for a decentralized, community-reserve strategy. Once bombarded with resource conflict one can always go the NIPAS act for clarification.

The CHDP also highlights the need for participatory local governance. The program also calls for greater integration of the cooperatives in the barangay operations and at the same time for the barangay officials to provide support for the project.

One of the stumbling blocks encountered during the early years of implementation of the program was the presence of uncooperative *barangay* officials. This incidence could have been avoided if greater coordination between the cooperatives and the barangay officials were seen. PBSP tried to bridge the cooperatives with the Barangay Development Council but was not able to sustain it. Partnership arrangements with other organizations that have resources and expertise on capacity building for participatory local governance are needed.

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