



PUBLIC PRIVATE PARTNERSHIPS (PPP) FOR THE REHABILITATION OF MANILA BAY: A CORPORATE SOCIAL RESPONSIBILITY (CSR) FORUM

25 November 2009



Petron Foundation

Chair: Ms. Malu Erni
Executive Director
Petron Foundation

Co-Chair: Mr. Rogelio Singson
President, Maynilad

The East Asian Seas Congress 2009

**“Partnerships at Work: Local Implementation
and Good Practices”**

Manila, Philippines

23–27 November 2009



The East Asian Seas Congress 2009
“Partnerships at Work: Local Implementation and Good Practices”
Manila, Philippines, 23-27 November 2009

**Public-Private Partnerships (PPP) for the Rehabilitation of Manila Bay:
A Corporate Social Responsibility (CSR) Forum**

25 November 2009

Co-Convening Agency:
Petron Foundation

Chair:
Ms. Malu Erni,
Executive Director, Petron Foundation

Co-Chair:
Mr. Rogelio Singson,
President, Maynilad

One of the special events of the East Asian Seas (EAS) Congress was the ***PPP for the Rehabilitation of Manila Bay: A CSR Forum***. The event gathered around 80 participants, including active CSR practitioners from the corporate sector and representatives from national agencies, local government units as well as other concerned stakeholders from development organizations. The Forum highlighted the importance of public-private partnerships in addressing pollution and other issues, particularly the application of CSR in the rehabilitation of the Manila Bay. The Forum also discussed the contributions of the corporate sector, both existing and prospective, to the rehabilitation of Manila Bay and how they can strategically realign their efforts in achieving the goals and objectives set forth in the Operational Plan for Manila Bay Coastal Strategy (OPMBCS).

The Forum also highlighted the role of integrated coastal management (ICM) as a management tool that could address the three areas of concern in the OPMBCS, namely, *Water Pollution, Partnerships and Governance* and *Overexploitation of Resources*. Ms. Malu Erni, Executive Director of Petron Foundation, and Mr. Rogelio Singson, President of Maynilad, served as Chair and Co-Chair, respectively.

A welcome remark was delivered by Mr. Renato Cardinal (PEMSEA). Mr. Cardinal cited the flooding, landslides and destruction of properties caused by Typhoon Ondoy and how it were particularly devastating in the Manila Bay area. He also mentioned that the storm not only impacted on the poor and vulnerable, but also wreaked havoc among the business community and upscale residential areas where losses in property and revenues totaled

billions of pesos. He highlighted that the resulting impact has reinforced the need for cooperation and collaboration between the government, private sector and civil society in order to turn around the continuing degradation of Manila Bay.

The Forum started with Ms. Erni giving opening remarks and providing a general overview on the program. She explained the concept of ICM scaling up that would cover the coastal areas of Manila Bay, including the National Capital Region (NCR) and the provinces of Bataan, Bulacan, Cavite and Pampanga. In total, this would cover 177 municipalities and cities. Ultimately, ICM scaling up will contribute to the realization of the stakeholders' vision for Manila Bay, that of "a clean, safe, wholesome and productive ecosystem, a center of socioeconomic development, and a natural heritage nurtured by genuine Filipino values with regard to better quality of life for the present and future generations."

The objectives of the CSR Forum were to showcase innovative partnership arrangements among national agencies, local governments, communities and the corporate sector that enhance marine and coastal governance within the Manila Bay Area, identify the current initiatives and outcomes with respect to CSR implementation in support of sustainable development of the Manila Bay Area, within the framework of the Manila Bay Coastal Strategy; and to demonstrate the Corporate Sector's commitment to the rehabilitation of Manila Bay Area through the adoption of an action agenda with identified roles and responsibilities, targets and timeframes.

PROGRESS IN THE REHABILITATION OF MANILA BAY: GOVERNMENT ACTION ON THE OPMBCS

To provide a general background on the Manila Bay Rehabilitation Project, Director Vicente Tuddao, Jr., Executive Director of the River Basin Control Office (RBCO) of the Philippine Department of Environment and Natural Resources (DENR), presented information on the OPMBCS. The Operational Plan transforms the identified strategies and action programs in the MBCS into action plans and programs with set of targets, estimated budgets, timeframe and responsible agency. The MBCS, on the other hand, was a product of series of consultations with stakeholders. It was adopted by various stakeholders, including business associations, private companies and financial institutions, in an event called the Manila Bay Declaration in October 2001.

Dir. Tuddao also told the CSR Forum participants that in December 2008, a decision was promulgated by the Philippine Supreme Court En Banc as a result of the class suit filed by Ilas, et. al. In particular, the SC instructed defendant government agencies to clean up, rehabilitate and preserve Manila Bay, and restore and maintain its waters to Sb level (class Sb waters classification under DAO 90-34) to make them fit for swimming, skin diving and other forms of contact recreation. The DENR was tasked to fully implement the OPMBCS for the rehabilitation, restoration, and conservation of the Manila Bay at the earliest possible time and to call regular coordination meetings with concerned government agencies to ensure the successful implementation of the aforesaid plan of action in accordance with its indicated completion schedule.

Dir. Tuddao gave a rundown on the objectives and targets in the OPMBCS. There are three major areas of concern threatening the sustainable development of Manila Bay, namely, Water Pollution, Habitats and Resources, and Partnerships and Governance. Specific targets were developed for each of the impact areas, as follows:

Areas of Concern	Objectives
Partnerships and Governance	<ul style="list-style-type: none"> • Develop, adopt and implement an Integrated Land and Sea-Use Zoning Plan for the Manila Bay area by 2012 • Establish appropriate institutional arrangement to oversee, coordinate and guide the implementation of MBCS and Operational Plan by 2007 • Develop, set up and operationalize Integrated Coastal Area and River Basin Management System covering 100 percent of the Manila Bay region by 2010 • Create awareness, build capacity and mobilize at least 50 percent of the coastal communities to participate in activities related to the implementation of MBCS by 2010 • Increase to at least 75 percent the number of local government units (LGUs) within the Manila Bay Region implementing development of environmental investment programs through PPPs by 2010 • Reduce by 25 percent the illegal settlers, establishments and structures along coastlines, riverbanks and waterways by 2010 and prevent future reoccupation of these areas • Develop and implement a Natural Hazards Contingency, Preparedness and Quick-Response System for Manila Bay Region by 2008
Water Pollution	<ul style="list-style-type: none"> • Reduce by 50 percent the discharges of raw sewage, septage and untreated wastewater (from commercial, industrial, agricultural and fisheries/aquaculture) by 2015 • Establish integrated solid waste management in all LGUs by 2007 • Develop and implement toxic and hazardous waste management system by 2008 • Stop sea dumping of sewage, industrial sludge, solid waste and contaminated dredged materials by 2006 • Stop discharges of operational waste (oily bilge and ballast water) from ships and the use of anti-fouling paints with TBTs and other harmful compounds by 2006 • Activate a bay-wide, multisectoral oil spill prevention and response program by 2006
Habitat and Resource Protection	<ul style="list-style-type: none"> • Set up sustainable institutional arrangements and management programs in all Protected Areas and critical Habitats in the Manila Bay Region by 2012 • Increase by 50 percent the forest cover in the entire Manila Bay watershed area by 2015 • Develop and implement restoration and maintenance program for important historical, cultural and geological sites within the Manila Bay region by 2010

Partnerships and Governance: Facilitating 100% ICM Coverage of the Coastline through PPPs

Ms. Erni made a presentation on the Bataan Coastal Care Foundation's (BCCF) work in Bataan province. She noted that, in partnership with the LGUs and various stakeholders, BCCF was able to institutionalize the Bataan Integrated Coastal Management Program (BICMP) and came out with the Bataan Sustainable Development Strategy (SDS) and the Bataan Coastal Land and Sea-Use Zoning Plan.

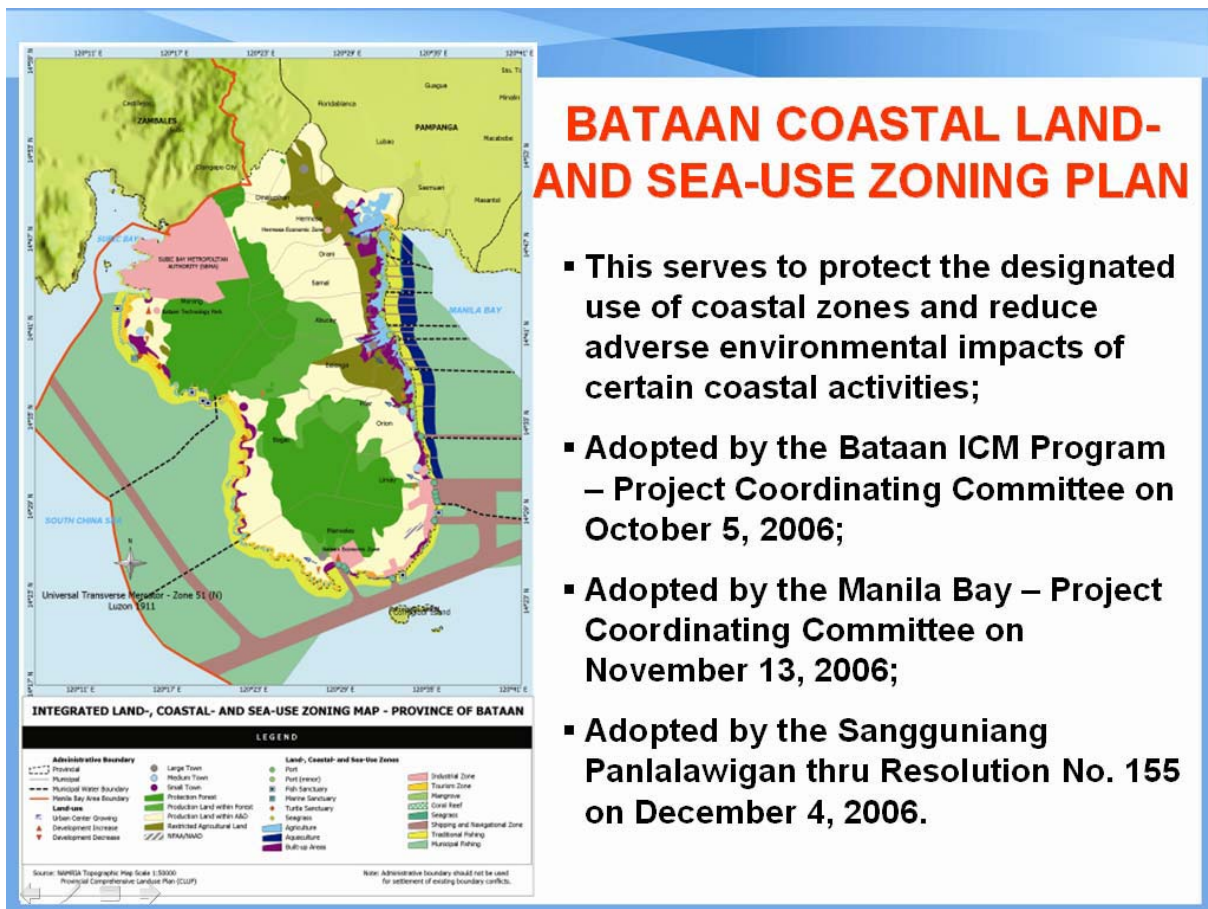


The Bataan SDS envisioned “a well developed community with an abundant natural resource, clean environment and responsible citizenry empowered and committed to care for nature and its bounty.” It was adopted by the provincial government through Resolution No. 68 to serve as the primary framework for ICM of the province. On the other hand, the Bataan Coastal Land and Sea-Use Zoning Plan served to protect the designated use of coastal zones and reduce adverse environmental impacts of certain coastal activities. It also helped address the multiple resource use conflicts in Bataan including the degradation of habitats, proliferation of informal settlers, illegal and destructive fishing methods, land and sea-based pollution and siltation and sedimentation. It was adopted by the provincial government on 4 December 2006.

Ms. Erni narrated the story behind BCCF's involvement in the BICMP. The birth of the BICMP can be traced to “*Kontra Kalat sa Dagat*”, a movement against sea littering that encouraged volunteer participation from all stakeholders. Petron was a leading corporation in Bataan's environmental efforts. The BCCFI aimed to act as a catalyst and provide counterpart funding for the BICMP to build better coastal governance, explore ways for a dynamic and sustainable public-private partnerships in environmental management, increase awareness, and promote community participation in coastal resource management.



Ms. Erni also enumerated the challenges faced by the BCCF in implementing ICM in Bataan. For the preparation of the Bataan Sustainable Development Strategy, she underscored the role of local government where there is a critical need to secure collaborative efforts among the different local government units to go beyond political affiliations and agenda in pursuit of the formulation of the Bataan SDS. Stakeholder involvement is also very important since stakeholders have different views, beliefs, and priorities. Getting them to agree on a common vision and direction is necessary to secure their involvement. With regard to the development of a coastal land and sea use zoning plan, the important thing was to sell the idea, i.e., getting the stakeholders to understand and accept the concept of zoning. It is also important to get them involved and to resolve conflicts at the planning stage.



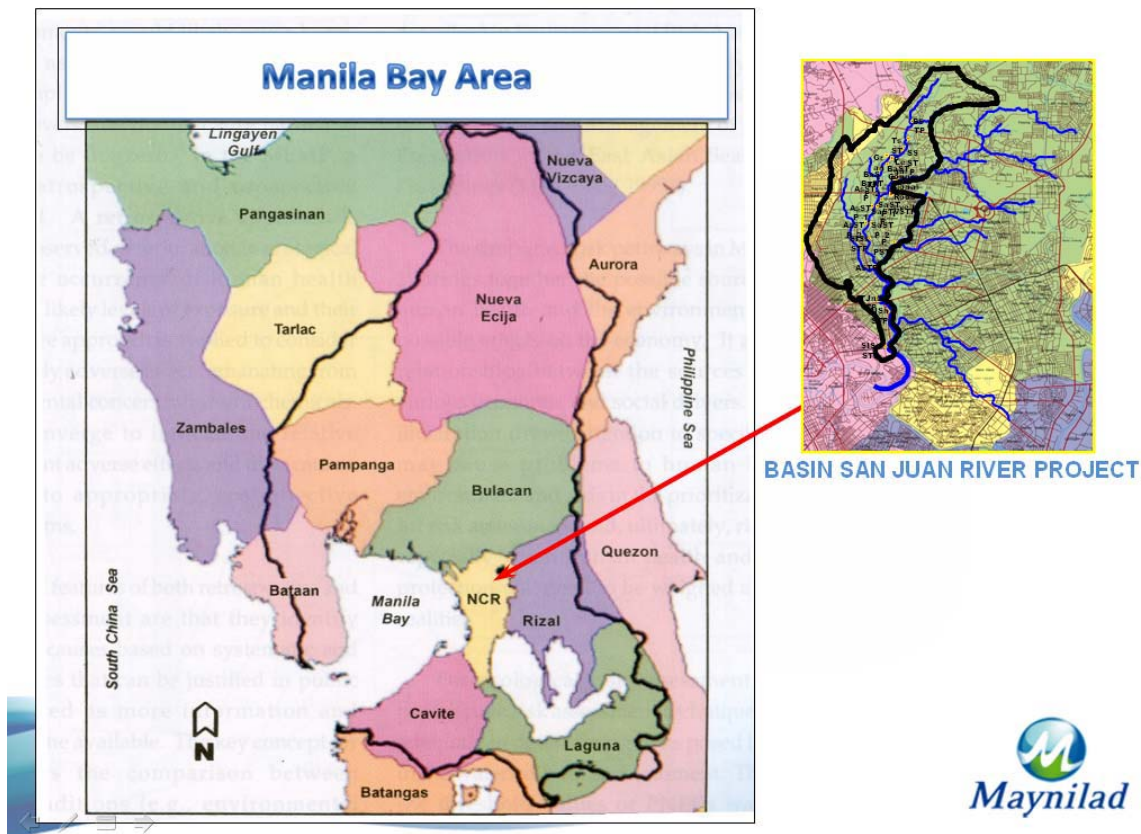
Water Pollution Reduction: Targeting 50% Reduction in Untreated or Inadequately Treated Wastewater by 2015

The next presentation was made by Mr. Frankie Arellano of Maynilad. He focused on water pollution and how Maynilad and other corporations have been contributing to pollution reduction in Manila Bay by investing in the upgrade of its sanitation and sewerage services in the San Juan River basin area. To enhance its sewerage services, Maynilad plans to provide sewer service connections, maintain and repair its sewer network, attend to customer complaints, operate and maintain wastewater treatment facilities and plan for sewerage coverage expansion. On the other hand, sanitation coverage will involve the provision of

regular clean up of septic tank, operation and maintenance of septage treatment plant, attention to customer complaint, fleet maintenance and planning for sanitation coverage expansion.

At present, Maynilad has five sewerage systems in place in Central Manila, Dagatdagatan, Quezon City, Makati and Alabang. It has a total capacity of 469,000 m³/day (CMD) with more than 400 km of sewer lines serving 120,000 households. For its sanitation services, Maynilad has in place 450 CMD Septage Treatment Plants, 25 vacuum truck units, 7 mobile dewatering units serving 325,100 households. Its sewerage and sanitation strategy is to maximize utilization of existing network, expand coverage using combined system and maintain sanitation facilities to serve customers outside sewerage areas. From 2009 to 2016, it is planning to put up 17 wastewater treatment plants in the west zone of Metro Manila.

The priority projects of Maynilad from 2009 to 2012 are to maximize the utilization of existing sewerage system, undertake the San Juan River Basin project and construct 250 CMD Septage treatment plant in the southern portion of the concession area. To maximize the utilization of existing sewerage system in Central Manila, Maynilad will enhance treatment capacity to accommodate additional flow. For the San Juan River Basin Project, the water concessionaire is planning to upgrade the treatment capability of five communal septic tanks serving Projects 7 and 8 in Quezon City and to implement the combined sewerage system by constructing 13 wastewater treatment facilities to intercept and treat flows from drainage and *esteros* (estuaries) before final disposal to San Juan River.



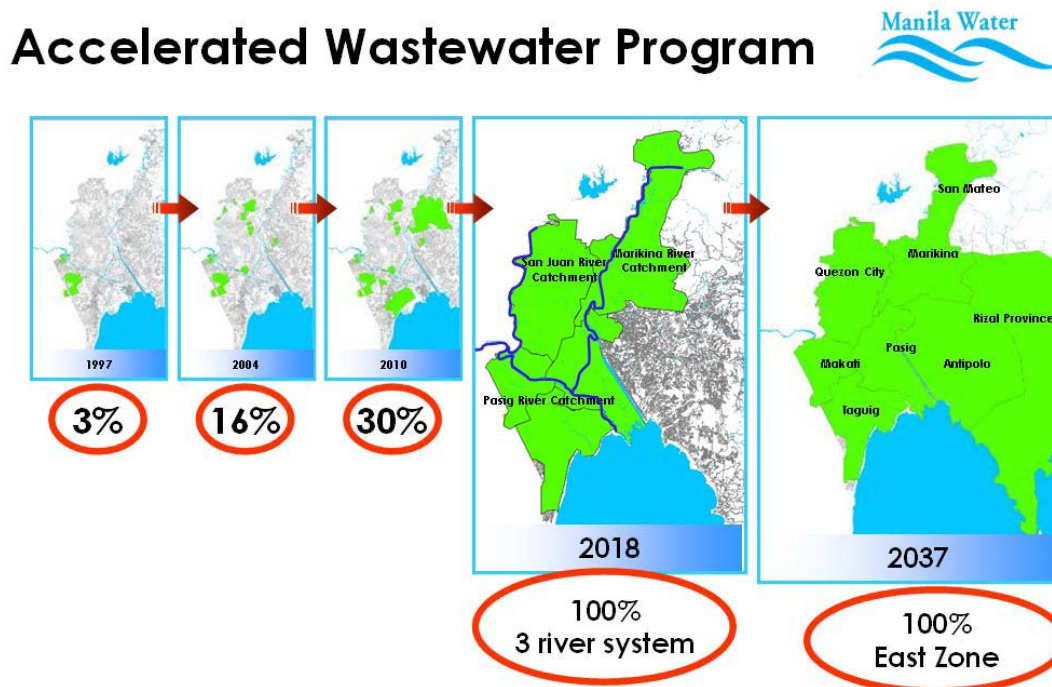
Mr. Arellano has likewise highlighted Maynilad's commitment to help in the clean up of Pasig River. To do this, it would connect around 1,800 customers to the existing sewer, prioritizing those near the creek. It will also put up a 550 CSD wastewater treatment facility to serve around 500 customers.

Some of the limitations being faced by Maynilad include poor garbage collection, poor drainage maintenance, gaps within drainage, poorly designed and constructed drainage system, unwillingness of customers to connect or have their septic tanks desludged, failure to secure/acquire STP sites/lot within the target period and informal settlers in esteros and creeks.

Mr. Arellano acknowledged the need for an integrated approach to ensure project sustainability. He added that Maynilad is actively collaborating with its stakeholders, including NGOs, the community, LGUs and the private sector, in implementing environmental projects.

Manila Water's wastewater strategy, on the other hand, focused on three areas, namely, septic tank desludging and septage treatment, package sewage treatment systems and combined sewer-drainage systems for areas served by individual septic tanks and with no existing sewer networks. Manila Water provides free septic tank desludging to all customers every five years where the sludge from the septic tank is sent to septage treatment facilities.

For its sewerage services, Manila Water has by far covered 16 percent of the East Zone including 68,000 households. It has established 33 sewage treatment plants in various locations treating 90 million L/day with 218 km of sewer network. It has invested PhP 1 billion from 1997 to 2006 and PhP 5 billion from 2007-2010 for wastewater treatment. In terms of its septic tank management, Manila Water's *Sanitasyon para sa Barangay* (a free septic tank desludging program) has served 455,513 households as of end of 2008. Manila Water is likewise planning to accelerate its wastewater management program to target 100 percent coverage of Metro Manila's East Zone by 2037.



Habitat and Resources: Accomplishing Food Security and Creating Alternative Livelihood Opportunities through Habitat Rehabilitation and Management

Mr. Eric de la Torre of Team Energy discussed the objectives of the OPMBCS on Habitat and Resource Protection, highlighting the need for engaging the private sector by describing the efforts of Team Energy's Conservation Project that focuses on carbon sequestration and biodiversity conservation.

On biodiversity conservation, Mr. de la Torre discussed Team Energy's initiative with the Wild Bird Club of the Philippines on the habitat rehabilitation and management of a declared critical habitat in Manila Bay. This critical habitat is part of the migration path of migratory birds that serves as a haven and a sanctuary for more than 8,000 birds of different species during the height of bird migration. The major activities are mangrove restoration and provision of the necessary infrastructure for bird watching as part of the ecotourism project being undertaken by the government in the area.

In the case of the Bataan Coastal Care Foundation, Inc. (BCCFI), he highlighted the fact that BCCF has been supporting coastal cleanups as early as 1999, and continues to support the province of Bataan in the implementation of the province's ICM program, continuously providing support to the implementation of various environmental programs such as mangrove planting, coastal cleanups, river rehabilitation and management of bird sanctuary for environmental sustainability. For livelihood activities, the private sector has supported the establishment of fish sanctuaries and artificial reefs, establishment of microenterprise and conduct of anti-illegal fishing activities.

Mr. de la Torre also cited other companies, based on initial surveys, who are already doing work in the area of habitat and resource protection. The following table summarizes their involvement:

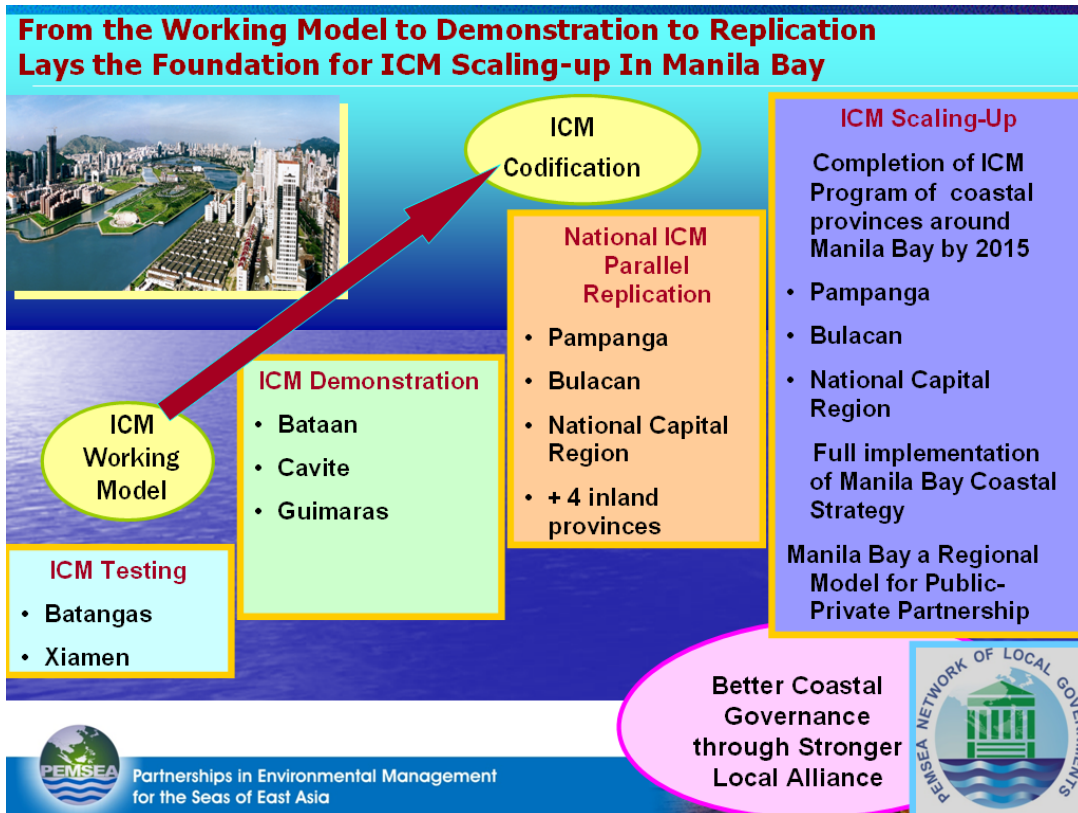
Environmental Activities	Companies Involved
Mangrove and tree planting	<ul style="list-style-type: none"> • Liquigaz • Maritime Academy of Asia and the Pacific • Oilink International • Orica Philippines • Petron Corporation • Petron Foundation • PNOC-Alternative Fuels Corporation, Philippine Resins Industries, Inc., • Total (Philippines) Corporation.
Coastal and River Cleanups	<ul style="list-style-type: none"> • Core Maritime Corporation • Liquigaz • Maritime Academy of Asia and the Pacific • Oilink International • Orica Philippines • Petron Corporation • Petron Foundation • PNOC-Alternative Fuels Corporation, Philippine Resins Industries, Inc., • Total (Philippines) Corporation
Support to Bird and Marine Turtle Sanctuaries	<ul style="list-style-type: none"> • Petron Corporation • Petron Foundation • Philippine Resins Industries, Inc. • Total (Philippines) Corporation.



Scaling up ICM in Manila Bay

Mr. Robert Jara (PEMSEA) made a presentation on the scaling up of ICM in Manila Bay. He noted that the MBCS embodies the stakeholders' visions, commitment and action programs for restoring Manila Bay. He showed the ICM demonstration and parallel sites in various PEMSEA countries in the region. He also explained the concept of PPP as a platform for cooperation and collaboration among various sectors of the society. These include national Government and in-country contractors, suppliers, financial institutions, banks and investors, LGUs, international operating companies, investors, financial institutions, development agencies and donors, as well as local communities, NGOs and POs. He cited the example of the Bataan Coastal Care Foundation, which served as a catalyst and provided counterpart funding for the Bataan Integrated Coastal Management Program (BICMP) to build better coastal governance, explore ways for a dynamic and sustainable public-private partnership in environmental management, increase awareness and promote community participation in coastal resources management.

He provided a general background on PEMSEA's efforts in establishing ICM sites from the working model to demonstration to replication. The ultimate goal is to scale up ICM to cover the coastal areas of Manila Bay or 100 percent ICM coverage. This would entail the development of ICM programs in the provinces of Bulacan, Pampanga and National Capital Region (NCR). Mr. Jara presented some opportunities for the corporate sector to undertake CSR projects including the formulation of an ICM program for Bulacan, Pampanga and NCR, the publication of Cavite's Coastal Strategy, and Land and Sea Use Zoning Plan; forest and mangrove rehabilitation; protection and management of marine sanctuaries and critical habitat; livelihood projects; investments in waste management infrastructure, particularly in the Marilao-Meycauyan-Obando rivers; coastal cleanups; public awareness campaigns, capacity building of stakeholders; and replication of best practices on PPP development and implementation.



CSR OPPORTUNITIES FROM LOCAL GOVERNMENT UNITS AND THE DEVELOPMENT OF PARTNERSHIPS THROUGH ICM: AN OPEN FORUM

The presentations were followed by an open forum. Mr. Mark Mulingbayan (Manila Water) and Mr. Roland Peña (Trust International Paper Corporation) served as moderators.

Ms. Marixi Carlos, President of Caylabne Beach Resort, informed the participants that in Cavite, a Corporate Social Responsibility (CSR) Council was created involving companies from the province. In Caylabne Beach, a mangrove reforestation project has been undertaken.

Ms. Leosa Agdeppa (UNIDO) posed a challenge to the corporate sector to consider investing in the Marilao-Meycauyan-Obando (MMO) river system in Bulacan.

PLEDGE OF COMMITMENT AND CLOSING OF FORUM

The Co-Chair, Mr. Rogelio Singson (Maynilad), led the group in reciting the Pledge of Commitment of the corporate sector to continue their CSR efforts for the rehabilitation of Manila Bay.

The Pledge of Commitment read as follows:

**Corporate Community
Statement of Support for the Manila Bay Rehabilitation**

We, the members of the Corporate Community of the Manila Bay Area, share the vision that:

“Manila Bay – reflective of God’s glory – can be a clean, safe, wholesome and productive ecosystem, a center of socio-economic development, and a natural heritage nurtured by genuine Filipino values with regard to a better quality of life for both women and men today and for the future generation”,

We recognize the importance of Manila Bay and its contribution to our nation’s economy and acknowledge the responsibility of the Corporate Community to support the strategic objectives of the Operational Plan for the Manila Bay Coastal Strategy (OPMBCS) and the following targets over the next five years:

- a. Facilitating 100% ICM coverage of the coastline through Public Private Partnerships (PPP);*
- b. Water Pollution Reduction: Targeting 50% reduction in untreated or inadequately treated wastewaters by 2015;*
- c. Accomplishing food security and alternative livelihoods through habitat rehabilitation and management*

To do this, we will:

- Formulate and implement long term action plans that would align our programs to the strategic objectives of the OPMBCS on partnerships and governance, water pollution and the sustainable use of Manila Bay’s cultural, archeological and natural habitats and resources.*
- Forge partnerships with the local government and national government agencies to identify and develop environmental programs and projects that can be undertaken and supported by the Corporate Sector.*
- Support the utilization of the Integrated Coastal Management (ICM) as a framework and process for scaling-up initiatives across the Manila Bay in order to achieve the Vision.*
- Organize and conduct an annual event in which the corporate community and partner local government will review and evaluate their contribution toward the Vision for Manila Bay.*

Further, we hereby declare our support for the rehabilitation of Manila Bay and shall endeavor to push the development agenda for the sustainable use of its resources and the preservation of its environment.

As a culminating activity, the CSR Forum participants expressed their commitment as one community of CSR practitioners to work towards a stronger partnership with local government and civil society groups in the rehabilitation of Manila Bay by signifying their interests to start-up or continue their CSR programs in the various provinces, cities and municipalities in the Manila Bay area. Individual representative of various companies posted a sticker on a Manila Bay map indicating the commitment to continue or start a new CSR project in a particular province or municipality in the Manila Bay region. The following are the list of CSR activities that have been initially committed by the different CSR participants in the Forum:

BATAAN

1. Bataan Coastal Care Foundation (BCCF): Continuing support to Bataan ICM
2. Petron Bataan Refinery/Petron Foundation: Reforestation Program (330 hectares); Fish Sanctuary/Artificial Reef Program; Active participation in the BCCF programs/activities (coastal clean-up, tree planting, mangrove rehabilitation, alternative livelihood programs); waste and water management program
3. Petron Marine: Double Hull Ships and Ballast Management
4. MAAP : Support to establishment of artificial reefs, coastal clean-up and tree planting
5. Philippine Resin : Support to coastal clean-up and mangrove planting

PAMPANGA

1. TIPCO : Support to Solid Waste Management, IEC Campaign and Waste Water Reduction
2. Coca-Cola: Undertake waste minimization, carbon dioxide emission reduction; support to solid waste management and watershed rehabilitation

BULACAN

1. Nestle Philippines: River rehabilitation and support to information awareness activities
2. Coca-Cola: MMO partnership particularly in watershed protection
3. San Miguel : Support to rehabilitation of Tullahan River in Valenzuela

CAVITE

1. Coca-Cola Foundation: Support to solid waste management (US\$40,000)
2. Cavite Corporate Social Responsibility Council: Support to coastal cleanup and waste water management
3. Caylabne Resort: Support to coastal cleanup and mangrove habitat rehabilitation and protection.

LAGUNA

1. Coca-Cola Foundation: Support to watershed protection and undertake waste minimization, carbon dioxide emission reduction and to solid waste management

National Capital Region

1. Energy Development Corporation: Mangrove rehabilitation and monitoring
2. Team Energy: Mangrove rehabilitation and development of the Paranaque Critical Habitat
3. Maynilad: Expansion of sewage coverage and promotion of community-based sewage and sanitation program
4. League of Corporate Foundations: Support to building awareness, reforestation activities and other environmental advocacies/programs
5. Coca-Cola Foundation: Support to *Green Kalinga* Program (US\$100,000.00)
6. Manila Water: Implementation of the wastewater treatment development program; support to watershed management and awareness program
7. TOTAL: Control of leachate contribution from Payatas dump site
8. UCPB-CIIF: Support to the reforestation project in the Marikina Watershed
9. PETRON: Support to Pasig River Rehabilitation Program; implementation of programs promoting environmental sustainability
10. ABS-CBN: Support to Pasig River Rehabilitation Program and management of the La Mesa Watershed
11. Ayala Foundation: Support to solid waste management and waste water management

CONCLUSIONS AND RECOMMENDATIONS

Mr. Adrian Ross (PEMSEA) noted that it was the first time that a special event involving the participation of the corporate sector has been integrated in the EAS Congress program. Mr. Ross also expressed PEMSEA's gratitude to the corporate sector and the different agencies of the government for their active participation in the organization and the conduct of the "PPP for the Rehabilitation of Manila Bay Workshop: A CSR Forum" of the EAS Congress.

In general, the CSR Forum participants have come to the following conclusions:

- The Supreme Court ruling requiring the implementation of the OPMBCS makes rehabilitation of Manila Bay of prime importance.
- Evaluation conducted by DENR regarding the implementation of the OPMBCS showed gaps in the accomplishments as against objectives.
- The corporate sector is actively implementing CSR programs that are relevant to the OPMBCS.
- Success in the partnership between the Bataan Local Government and the Corporate Sector can serve as a model for replicating the ICM in others areas of Manila Bay and achieve 100% ICM coverage of Manila Bay coastline.
- Implementation of water treatment program requires partnership between the water concessionaires, local government and community in order to achieve 50 percent reduction in untreated or inadequately treated wastewater.
- Habitat restoration projects are undertaken by the corporate sector in partnership with the local government, moreover, a number of opportunities are identified and offered to the Corporate Sector in order for them to contribute to the "No Net Loss Policy" of the OPMBCS

- The corporate sector expressed their commitment to support the rehabilitation of Manila Bay by indicating project implemented / to be implemented and their target area.

The CSR Forum has likewise produced the following recommendations:

- The corporate sector to take the lead in initiating programs to support the OPMBCS.
- The corporate sector to evaluate the initial draft of the “Corporate Community Statement of Support for the Manila Bay Rehabilitation” and to organize a follow-up summit to confirm the commitment.
- There should be more active participation from the local government
- The local government should approach the corporate associations and chamber of commerce.
- The commitment expressed by the corporate sector should be collated and organized. Follow up meetings should be initiated by the private sector to be able to collectively implement CSR projects relevant to OPMBCS.
- The corporate sector should set specific targets on corporate contribution to support the implementation of OPMBCS.