



MASTER IN BUSINESS ADMINISTRATION

C O U R S E D E S I G N

CSR in Asia

Credit Hours: 34 hours

Units: 1.5

The AIM **faculty** involved in this subject are Felipe B. Alfonso, Ma. Virginia Quintos-Gonzales, Ma. Elena Baltazar-Herrera, Ma. Milagros D. Lagrosa, Victoria S. Licuanan, Ricardo A. Lim, Gaston D. Ortigas Jr., and Francisco L. Roman Jr.

COURSE DESIGN

Overview

The objective is to have an activity that will make an impact on the students, an activity that is high profile with a strong message, and by mixing MBA with MDM students, there will be different viewpoints that will hopefully converge. It will also be a unique experience that only AIM students can get.

The students will be provided a total CSR experience. The first half of the course will start off with a presentation on “The Changing Role of Business in Society” where focus will be on why CSR is so important today, not only to those in the development sector, but to those in the business sector. They will then be given an overview of what CSR is, what drives companies to do CSR work, where the different countries are in the evolution of CSR, what types of CSR activities there are and what and how its performance is measured. There will be special presentations on CSR in Asia and the Extractive Industries, as well as the appearance of the President and CEO of a major Philippine company who will share with the class, the reasons why their organization chose to assist in nation-building by going as far as changing their company’s mission statement to declare it’s commitment. Case studies team-taught by both development and business faculty will also contribute to the learning process.

On the third day, the students will participate in a multi-layered role-playing simulation, based on a fictitious island in the Philippines that will allow exploration of the challenges associated with the initiation of a major industrial venture in a developing country.

On the last day, the students will participate in community service or perform actual CSR work. The students, along with AIM Faculty & Staff, will build houses in a Gawad Kalinga project. Since this will be a graded module, the students will be asked to submit a WAC a week after the module ends.

The CSR module is being co-sponsored, designed and coordinated by the AIM-Ramon V. del Rosario Sr. Center for Corporate Social Responsibility. The subject was spearheaded by Dean Victoria S. Licuanan.

DAY 1 **Wednesday**

The Dean will open with an overview of what students will go through in the four-day course. She will go through, very briefly, what will happen day-to-day and give a backgrounder on what the Gawad Kalinga Program is.

The first plenary session will feature a lecture discussion / open forum on the *Changing Role of Business in Society* by Dr. Bradley Googins, Executive Director of the Center for Corporate Citizenship, Boston College. He will discuss the findings based on a research project that Boston College is now completing where they sat down with the CEOs of 25 of the leading global companies and discussed their views on CSR.

He will also touch on the highlights of a 2005 Boston College survey on “The State of the Corporate Citizenship in the United States.”

Executives tend to define a broad array of corporate citizenship attitudes and practices that include serving the interest of shareholders, employees, the environment, customers and communities. The results from the 2005 survey shows that companies are actively involved in public life, participating in a wide range of social issues. Key highlights from the 2005 survey include:

1. Executives see corporate citizenship as a central component of good business practices.
2. A majority of U.S. business executives believe business has multiple “stakeholder” commitments, and should balance the interests of investors, employees, consumers, communities, and the environment.
3. Internal considerations motivate companies to adopt corporate citizenship.
4. A lack of resources limit companies’ efforts to become better corporate citizens.
5. Companies are actively involved in public life.
6. Attitudes outpace behaviors.
7. One in two businessmen report active involvement in economically distressed communities.
8. Company investments in corporate citizenship remained stable.
9. Executives give companies mixed reviews as corporate citizens.
10. Large companies are more likely to have an expansive definition of their roles and obligations in society, and are more likely to be involved in a wide range of social and environmental issues.

Corporate citizenship in the United States represents a spectrum of interests and issues, rather than a uniform “one-size-fits-all” strategy. However, the number one motivation of engaging in corporate citizenship is the same across this spectrum: expressing their company’s internal traditions and values.

The presentation will be followed by an open forum to be facilitated by Dean Licuanan.

Dr. Bradley Googins is the Executive Director of The Center for Corporate Citizenship at Boston College and holds the position of Associate Professor of Organizational Studies, the Carroll School of

Management at Boston College. He sits on the review board of The Journal of Corporate Citizenship and the New Academy Review and is the author of several books and monographs. He serves on the boards of Bright Horizons, Inc., Corporate Choices, and the Brazilian research and education center Uni-Ethos. Before joining the Center in 1997, Dr. Googins founded the Center for Work and Family at Boston University and was also a National Kellogg Fellow. Dr. Googins holds a Ph.D. in Social Policy from the Heller graduate School at Brandeis University, a MSW in Social Work, community organization and social planning, from Boston College, and a B.A. in philosophy and sociology from Boston College.

The second presentation that morning is an Introduction to CSR by Prof. Felipe B. Alfonso, Executive Director of the Ramon V. del Rosario, Sr. Center for Corporate Social Responsibility. The session will immediately be followed by a presentation on “Corporate Social Responsibility – Global Trends and Best Practices” by Dr. Sirkka Korpela. The World Business Council for Sustainable Development definition will be introduced “Corporate Social Responsibility is the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life.”

These sessions will give the students an overview on what CSR is, how important it is as based on survey results, the evolution of CSR, the driving forces behind CSR, identifying the company’s stakeholders, identifying the different kinds of CSR initiatives, another way of looking at the manifestations of CSR, current trends in CSR, and partnerships and collaboration.

Ms. Korpela is an accomplished development professional and senior diplomat with 20 years of experience both with the United Nations and the private sector. She has worked in many Latin American countries, including Mexico, Dominican Republic, Peru and Bolivia, where she served as UN Ambassador. Ms. Korpela has also advised large companies in extractive industries, such as Royal Dutch/Shell and Newmont Mining, on political and socio-economic development and corporate social responsibility issues. As the UN Development Program’s Director for Private Public Partnerships, she was in charge of designing and negotiating large and innovative public/private partnership projects in 20 countries. Ms. Korpela currently teaches international policy, particularly issues related to extractive industries in developing country contexts, at Columbia University’s School of International and Public Affairs. She has been invited to lecture in graduate and executive education courses around the world, and is a frequent speaker at international conferences on leadership, strategy and corporate social responsibility. Ms. Korpela has been decorated by the Peruvian government with the Order in Honor of Distinguished Services. A native of Finland, she is also fluent in Spanish, English and German.

In the afternoon, the students will have a can group discussion period to discuss The Case of the Environmental Impasse.

Case: The Case of the Environmental Impasse

Theme: Identifying Stakeholders

The case discussion on “Identifying Stakeholders” is meant for the students to map out the individuals and groups who can affect and are affected by the company’s operations. The stakeholders must be identified because they are the company’s public, and the success of the company depends on how it deals with them.

The case on the Environmental Impasse emphasizes the importance for a company to perceive its stakeholders as not only those individuals and groups that the company perceives are affected but

also those individuals and groups who themselves feel they have a stake in the company. In designing a company's CSR program, the company must first identify the stakeholders and their interests (e.g. employment, environment, security) and vested powers (e.g. engage in lobbying, protests, and impose regulations). A company can design a program that is focused and appropriate only after having identified the interests and needs of the stakeholders.

The last session of the first day will be a presentation on "Reorienting the Organization" by Mr. Ramon R. del Rosario, Jr., President and CEO of Phinma.

The lecture/discussion on "Reorienting the Organization" narrates the experiences of PHINMA in finding business opportunities from fulfilling the basic needs of the Filipino people. PHINMA was a successful company known for its cement, steel roofing, and paper products. With its huge pool of funds and professional expertise, PHINMA deliberated on what businesses it should invest in. In the late 90s, PHINMA decided to shift its investments to businesses that would contribute to the country's economic development, specifically in the sectors of education, housing, energy, financial services, and labor. As a manifestation of the company's new thrust, PHINMA created a new mission statement and adopted the tagline "Life Can Be Better." PHINMA's new endeavor was a strategic decision: the new businesses help improve the quality of life of the Filipinos, maximize the use of the company's core competency (which is reputable professional managers), and are less vulnerable to the uncertainties of the Philippine economy and risks of globalization (unlike in the heavy industry where PHINMA formerly engaged in).

The presentation will be followed by an open forum to be facilitated by Prof. Felipe B. Alfonso.

DAY 2 **Thursday**

The second day will start off with a presentation on CSR in the APEC Region by Prof. Felipe B. Alfonso.

CSR has been a growing feature of global management practice for a decade, well in process when the Asian financial crisis struck in 1997. The leaders in the field have been the globally focused companies that have responded to two major challenges as they moved across borders. The first was the need to operate in very different regulatory environments. The second was the imperative to respond to the impact of increasingly knowledgeable consumer behavior and the questions raised by transnational NGOs and other representatives of civil society. As a result, many global operations set in place standards of operation that exceed local regulatory requirements (for example, in terms of employment conditions or environment standards) and are demanded by consumers who wish to buy products from companies with acceptable standards. Many of these companies were operating across the APEC region, either through subsidiaries or through contract arrangements, and their examples were observed by domestic companies in various APEC economies. Hence, in the search for effective business responses to the financial crisis, it not surprising that the impact of CSR has grown in the region.

It is important to recognize that the context for the development of CSR in the APEC region is not uniform. Member economies are at very different stages of development, and it is often the case that domestic management thinking may have priorities other than CSR. Thus, as expected, the extent to which CSR has been taken up varies across APEC member economies. This variable take-up provides an excellent opportunity for APEC to engage in useful capacity building in CSR.

The presentation will be followed by an open forum.

The second session that morning will be a lecture/discussion on the Extractive Industries.

Prof. Sirkka Korpela will discuss (1) some characteristics of the Extractive Industries; (2) the differences between Norway and Nigeria; (3) the issues those in the industry are facing; (4) contract negotiations; (5) conflict issues; (6) corruption and transparency; (7) revenue management; and (9) the social license to operate.

The presentation will be followed by an open forum.

In the afternoon, the students will have a can group discussion period, followed by a case discussion on Shell Malampaya and a guest speaker from Shell Philippines will be invited as a resource person. The class discussions will be held in two sections to culminate in the late afternoon when the guest speaker is present.

CASE: Shell Malampaya

THEME: Working with Communities

The Shell Malampaya Deepwater Gas Project heralds the birth of the natural gas industry in the Philippines. Natural gas is dubbed as the “fuel of the future,” the cleanest of all fossil fuels. It was discovered by the Shell Philippines Exploration, B.V off coast of Palawan and expected to provide 2,700 megawatts of power to Luzon and meet a third of its power needs over a 20-year period starting in January 2002. The \$4.5 billion project was the largest and most significant industrial investment in the history of the country. The Philippines traditional dependence on imported fuel would be reduced and would yield the government a valuable long-term stream of revenues amounting from \$8 billion to \$10 billion over the life of the project in addition to foreign exchange savings from decreased imports.

The development of the this energy resources requires harnessing and transporting of the natural gas through pipelines from western part of the country to the principal island of Luzon for generation and distribution. However, the full-scale operation would have environmental and cultural factors to take into consideration, as well as physical and geographical ones. Mr. J. Alfonso “Pons” Carpio the environmental advisor to the Malampaya Gas Project, was aware that big power projects were often controversial and problematic in terms of social acceptability.

Among the problems identified in the pre-implementation were the concern of the fisherfolk of Batangas, Mindoro and Palawan on the impact of the pipe-laying and operational activities on their fishing livelihood, potential fire and explosion resulting from a leak from the pipeline, pipeline integrity and mitigation measures. Further, the people of Batangas City were primarily concerned with the employment opportunities and multiplier effect on support activities generated by the Malampaya onshore gas plant and the environmental pollutants that would be discharged to the Batangas Bay. On the other hand the Mangyans of Mindoro were concerned that the onshore route of the pipeline would traverse on the virgin forests of Mindoro which was their main source of livelihood and the Tagbanuas and pearl farmers of northern Palawan revolved around safety and the potential damage to the environment by the project that would adversely impact their main source of livelihood.

Having identified the potential showstoppers Carpio suggested that SPEX incorporate social acceptability into the project by engaging the stakeholders that would be affected by the pipe-laying. He advised SPEX to approach the implementation of the Malampaya project following the DENR Administrative Order No.37 (DAO 96-37) that addressed the prevailing issues in the issuance of ECCs by the DENR. The application for the Environmental Clearance Certificate (ECC) was followed by the mandatory public hearings conducted by the DENR as part of the approval process. The Malampaya Gas Project was successful in securing the ECC in 118 days – the first big project ever to have achieved this under the new policies in time for the pipe-laying of the Solitaire.

As the pipe-laying progressed, a technical problem arose along the coast of Batangas that forced Shell to skip several kilometers and resume the work further along the designated route near the coast of Mindoro. The advance team of SPEX removed the bamboo fish traps belonging to fishermen in towns along the coast nearby, in the presence of the escorting Philippine Coast Guard, without the knowledge of their “owners.” The removal of the fish traps prompted the local communities and even the local counterpart of the militant leftist group to threaten a fluvial protest to stop the Solitaire.

Shell worked hard to resolve the problem. Gradually, confidence and trust was built and the gap between the parties again was bridged. When the crisis was at last defused, Carpio monitored the progress of the *Solitaire* and made sure that the external relations program was implemented as planned. The Shell Company’s previous experiences on Brent Spar and Nigeria, made important conclusions and realizations that the company had to rethink basic planning assumptions in light of public attitudes about the environment and human rights. Among others, more open dialogue with a wider circle of stakeholders, particularly among non-government organizations active in the environment and human rights, was imperative.

The Malampaya Deepwater Gas Project success has clearly reaped benefits not just for Pilipinas Shell but also to the communities of Batangas, Mindoro and Palawan that contributed to the Philippine development.

An introduction to the “Tomboa” simulation exercise will be conducted in the afternoon till early evening, wherein the facilitator, Mr. Donal O’Neill, and all the faculty involved will be present.

Donal O’Neill of Lansdowne Consultants provides consultancy in the area of impact of industry on host societies, with emphasis on socio-economic factors and long-term effects. Prior to founding Lansdowne with Australian associates O’Neill spent some 36 years with Shell, almost a third of them in Sub-Saharan Africa. He lived for long periods in eight countries and undertook shorter assignments in a dozen others. O’Neill held many senior positions, including running Shell’s Exploration and Production companies in Turkey and Venezuela His last role in Shell, from 2000 to 2004, was Vice President: External Affairs and Social Performance, a position specifically requested by him so that he could plough back and institutionalise the experience he had gained in managing oil and gas ventures in challenging environments and implement his belief that “Management of the energy industry’s impact on its host societies is as important as its technical and economic management of its oil and gas assets”. One aspect of this was development of scenario-based role-playing simulation tools, both for industry and in university coursework in Oxford (UK), Columbia (New York City) and George Washington University (Washington DC). Such simulations address the interplay of Social, Economic and Political drivers in complex investment and strategic decision-making by government and industry, while also taking into account the direct and indirect influences that can be brought to bear by opposition groups, multilaterals, NGOs, media and local communities. O’Neill’s philosophy is that “Business is in business to make money – but to do so decently and ethically”. He knows from experience that it can be done – but that it does not happen automatically and demands intellectual

rigour in analysis, imagination in planing, open-mindedness in alliance building and endless vigour and sensitivity in execution.

DAY 3
Friday
SIMULATION EXERCISE
The "Tomboa" Simulation

A one-day CSR simulation exercise will be conducted. The 107 students will be divided into four groups, each group will again be sub-divided into four teams based on the playing teams listed below.

The Exercise

This multi-layered role-playing simulation, based on a fictitious island in the Philippines, allows exploration of the challenges associated with initiation of a major industrial venture in a developing country as regards any or all of the following:

- Macro-Economic and Political Factors
- Identification of Priorities
- Environmental Management
- Complications arising from Ethnic and Religious divisions
- Health Management (including HIV/AIDS)
- Security Concerns
- Community Development aspects
- Reconciliation of the interests of a wide variety of Stakeholders
- Media Management
- Achievement of the largest possible "Circle of Consensus"

The most powerful feature of this simulation is that only around 15% of the participants play roles similar to what they do in everyday life. The remainder are forced to "get into the skin" of groups that would normally be in competition, or in outright opposition, to them, and to recognize the wide variety of factors that must be taken into account if the objections of such groups are to be addressed, and these entities marginalized, neutralized or, optimally, turned into allies. Participants thus gain an outsider's view of where their own organization and its behavior looks to the outside world, on how it is vulnerable, and on what it needs to do to gain acceptability and handle criticism.

In its fullest form the simulation is played over one and a half to two days (and into the night, depending on enthusiasm) and some 30 to 40 participants role-play up to twenty separate entities, including an international industrial company and its competitor, government factions, opposition groups and wide varieties of non-governmental organizations (NGOs) and of media. As in real life, some more general knowledge of the situation is available to all entities, but each one has sole access to information (which may overlap with that of others) which is unique to its own perspective. The emphasis is therefore on sharing and on cooperation to make progress against tight deadlines, on managing information of various degrees of reliability and of balancing conflicting demands. There is no "single right answer" but through the process participants have an opportunity to explore the interplay of a very wide range of factors and develop strategies which are based on a holistic appreciation of the problems involved and on creation of alliances which are by no means obvious to start with.

The modular nature of the simulation allows various elements to be emphasized or de-emphasized, and for edited versions to be produced which are tailored to examination of a single critical problem, though with others still represented to a lesser extent so that the interplay aspects, which are so critical in real life, are still reflected. Such versions of the simulation can be played with a significantly reduced number of players, but for genuine verisimilitude the overall number should not fall below 20. There is a very large amount of information to be assimilated – and the more participants available to do so the richer and more realistic the simulation. Larger teams for role-playing each entity make this easier, especially if they are reasonably diverse in composition.

Though this simulation approach was originally developed for training top executives in oil and gas exploration and development ventures, it is equally of value for other industries such as mining, agribusiness, manufacturing etc. The features of the underlying scenario can be modified to reflect the realities of any nation or society, and specific concerns which may be significant there can be incorporated. The concerns of specific stakeholders - political interests, business competitors, NGOs and media - can also be tailored to allow simulation of situations that may be encountered in real life.

A simulation tailored to suit specific company needs, and reflecting specific challenges, will take some ten to fifteen working days to produce, depending on complexity. The starting point is a questionnaire, followed by an interview with the commissioning company, in which the "business challenge" is clarified. The simulation is refined thereafter and the actual playing can take place either in a hotel or in a business environment, though if the latter, one in which participants can be isolated from normal business demands so as to be able enter 100% into the role-playing mode. The simulation ends with an extended de-brief session in which participants "come clean" to each other on what they set out to achieve while in role-playing mode, after which the main learning points are discussed and identified.

Details

The following are some specific features of the Tomboa simulation:

- Small island in the Southern Philippines, as yet untroubled by the Separatist and Islamic Fundamentalist forces that have plagued Mindanao, just to the south, and other neighboring islands.
- Topography: mangrove along part of coast, fertile river valleys, forested mountains.
- Significant biodiversity under stress from population pressures and social breakdown.
- Negative previous experience of mining industry previously due to poor environmental and social management.
- Local economy badly hit by closure of existing mine in mid 1990s.
- Small indigenous group (15,000 total) within larger population of 350,000 and history of oppression of former.
- Prospects of new mineral development by an Australian company – Latona Minerals – which has been exploring for several years offers hope of new revenue source.
- Latona needs to succeed in developing its Tomboan development since it has rapidly declining mineral reserves elsewhere – otherwise it may find itself a takeover target.
- Renewed mining exploration appears to be triggering action by dissident groups and the security situation is deteriorating. A fear exists of a spillover of violence from Mindanao to the south.

- Latona is confronted with the problem of how to assure security for its staff and its investments – whether to rely on the Philippine Government or to create its own armed security unit, or to find some other solution.
- The development of the Tomboa discovery is not technically challenging but does involve export either through areas where bio-diversity challenges are high, or through others with significant political or security implications. It may be caught between satisfying external critics – NGOs and others – or keeping the government happy. These look at first glance like mutually exclusive options!
- The revenues that will accrue to the government and to the local communities will be very substantial – and could change the local society for the better if well managed. They also however have the potential to trigger now conflicts over their allocation. And Tomboa has a bad record as regards corruption...
- The players in the simulation represent the following groups:

Mining Company	Government & Community	NGOs	Media
Latona Minerals	Philippine National Government Tomboa Provincial Government Timco Indigenous Group – Local Community	1 Philippine Radical Environmental 1 Philippine Human Rights 1 Philippine Community Development 1 International Radical Environmental 1 International Moderate Environmental 1 International Development	1 Australian Liberal Broadsheet 1 UK Business Newsmagazine 1 Local Newspaper
Teams typically 4-5 players	Teams 2 players per team	Typically 2 players per team	Typically 2 players per team

- The Mining Company and Government need to set very hard and definite objectives and strategies. They also have a large amount of information, though it is not necessarily accurate or complete. They also need allies – either (i) to bolster their reputations and gain acceptance of their policies internally or externally or (ii) to help them do things (like e.g. community development) which they are not expert in doing themselves or (iii) to get or improve information on topic of importance to them.
- The NGOs may have very complete information on some aspects of Tomboa (i.e. their own areas of interest) but very limited ones in others. In all cases the growth of a new mining industry there can have major implications for the sectors they are interested in – some may be good, and some very bad indeed. They need to come to a decision on what their stance will be and if, and how, they will involve themselves– will they be passive or pro-active players, and if so, what strategy will they adopt?

- Media represent the wild card. They have very little information to start but are free to ferret, dig and investigate without the need for major commitment or investment that others have. Media may or may not make temporary, informal alliances to gain information but their ultimate objective is to say in business and thrive – just like the commercial entities!
- Specific letters and reports are directed to some teams, and perhaps copied to others, on which definite answers are needed in a short time frame so as to clarify what a player's position is on a specific topic.
- A deliberate – and realistic – feature is the introduction of inaccurate or unclear information. Unless information stems directly from activities of the entity represented by the player it is impossible to know how accurate it is unless it is cross-checked with one or more other players – and perhaps not even then. As in the real world, decisions have therefore to be taken in an environment of uncertainty, ideally with the uncertainty reduced as low as reasonably possible.
- The final debriefs – by a “market stall process”, in which all the players “come clean” about their strategies and objectives, and about the lessons they have learned from the process, is a key and integral part of the simulation.

DAY 4
Saturday
GAWAD KALINGA

For one whole day, the students will be asked to build houses in an actual Gawad Kalinga project.

Gawad Kalinga (GK) translated in English means “to give care,” and it is an alternative solution to the blatant problem of poverty not just in the Philippines but the world. Its approach is integrated, holistic and sustainable – a concrete action plan to rebuild this nation by harnessing the best of the Filipino – our faith and our patriotism.

What started barely five years ago in the Philippines as a simple but daring initiative by Couples for Christ has now become a growing multi-sectoral partnership driven by a vision of a new Philippines with NO MORE SLUMS. Together with its partners, Gawad Kalinga is now in the process of transforming poverty-stricken areas, many of them now empowered to further improve their quality of life! And the heart-work of GK volunteers is evident in the beautiful colors of the GK homes that have been built for and with the poorest of the poor Filipino families nationwide.

The transformation is astounding. Slums are disappearing. Rich and poor, Muslims and Christians, government and the private sector are building communities together. The poor are re-discovering their dreams, and are being empowered to build a better future for their families. The stories of how not only the poor but also the donors have been transformed continue to grow.

Gawad Kalinga's achievements are a reflection of the sharing among different classes in society, and the partnership involving all sectors of society – bridging the gaps that divide us as a people. We are also building International Villages, showing that poverty can be addressed if rich and poor nations learn to share resources to create a better world for all.

Through TATAG, GK builds colorful, durable and secure homes for the poorest of the poor. TATAG in the Filipino language means “to build” or “to establish.” The program also provides other physical structures such as pathwalks and drainage systems, water and toilet facilities, a school, a livelihood center, a multi-purpose hall and a clinic. In some areas, other structures such as basketball courts and libraries are also constructed once basic infrastructure needs are set up.

Even the very act of building homes and common facilities teaches new masonry and carpentry skills since the poor “pay” for their homes through “sweat equity” or by building their neighbor’s house side by side with the GK volunteers. This not only builds community spirit but also contributes to greater peace. After all, how can a GK Homeowner fight the neighbor who helped him build his house?

Every GK community is organized into a KAPITBAHAYAN Neighborhood Association, which is established to inculcate stewardship and ensure accountability, cooperation and unity. Guidelines for community living are decided upon by the members, and new leaders who espouse the values of the association start to emerge. Peace is achieved not by force, but by mutual adherence to an agreed set of values. This new culture is the key to the community’s sustainability, and sets the community on the road to self-reliance.

Gawad Kalinga is pro-poor and pro-environment. We empower the poor to become caretakers of the environment instead of being its exploiters. GK teams are encouraged to plant fruit-bearing trees in and around GK communities and produce seedlings for tree-planting. We also educate the poor in solid waste management in partnership with environment groups and government agencies who provide their expertise and resources in these projects. Finally, GK communities are provided with clean, potable water for consumption and cleaning as a response to providing total quality of life for the poor.

Transforming the slums is not only a matter of transforming the physical environment but more importantly changing the slum behavior. We promote a culture of excellence in our GK sites by restoring their dignity and engaging the poor in the process of building a clean and beautiful environment. They become proud of themselves and what they have achieved together. Through the promotion of shared Filipino values such as love for God and country, heroism through sacrifice and progress through Bayanihan, the poor become agents of positive change within their community. The values that we espouse do not discriminate against religious affiliation or political biases and are founded on respect for self and respect for life. Our end goal is to make the communities self-reliant through the transformation and empowerment of the poor.

Gawad Kalinga and CFC

Couples for Christ (CFC) is a Catholic Community that started in the Philippines in 1981. The community has grown from an original group of 16 couples to approximately 1.4 million active members in 108 countries. CFC is open to membership by other Christians and is also doing work among non-Christians. From its initial thrust of spiritual renewal, the community’s mission has evolved and CFC has taken on the challenge of social renewal, of renewing the country as a natural response to its Christian responsibility. With this vision in mind, Gawad Kalinga (GK) was born.

Although essentially a Christian community, CFC’s community development program for the poor, GAWAD KALINGA, is non-sectarian, multi-sectoral, non-partisan and non-discriminatory. GK communities bring together Christians, Muslims, members of other faiths and even indigenous peoples to reside in the GK model villages!

With the network that CFC has established internationally, the work of GK is steadily extending to other countries, such as the slums in Indonesia, India, East Timor, and Papua New Guinea.

AFTER COURSE ASSIGNMENT

The students have to submit a 10-page WAC (written analysis of a case).

CASE: Nusa Pacific Island Development Corporation: Chedi Ubud "A"

THEME: Working with Communities

The case study on the topic "Working with Communities" describes the experiences of a company that built a hotel called Chedi Ubud within a traditional community. The company developed a code of conduct and process in dealing with community relations. The case is about how the company engages in a dialogue with the local villagers regarding issues crucial to the development of the hotel. To be able to garner the support of the community, the company agreed to the demands of the local leaders (e.g., providing employment to qualified villagers). This case highlights the importance for the company to create goodwill and credibility in the community, as these are necessary for the long-term success of the hotel.