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## Business Sector's Participation in Yolanda Disaster Relief and Rehabilitation Programs in Selected Areas in the Philippines

Apple Mae C. Panisales<sup>a\*</sup>, Quielvhine Joi V. Catagayan<sup>b</sup>, Dhino B. Geges<sup>c</sup>,  
Carla Edith G. Jimena<sup>d</sup>, Emilia S. Visco<sup>e</sup>, Ma.Charisma T. Malenab<sup>f</sup>

<sup>a,b</sup>BS Human Ecology alumni, College of Human Ecology, University of the Philippines Los Banos, College  
Laguna, 4031

<sup>c,d,e,f</sup> Department of Social Development Services, College of Human Ecology, University of the Philippines,  
College Laguna, 4031

<sup>a</sup>Email: [amcpanisales@gmail.com](mailto:amcpanisales@gmail.com)

<sup>b</sup>Email: [quielvhine\\_26@yahoo.com](mailto:quielvhine_26@yahoo.com)

<sup>c</sup>Email: [dbgeges@up.edu.ph](mailto:dbgeges@up.edu.ph)

<sup>d</sup>Email: [cgjimena@up.edu.ph](mailto:cgjimena@up.edu.ph)

<sup>e</sup>Email: [esvisco@up.edu.ph](mailto:esvisco@up.edu.ph)

<sup>f</sup>Email: [mctmalenab@up.edu.ph](mailto:mctmalenab@up.edu.ph)

### Abstract

This study assessed eight business companies based in Metro Manila and Bulacan regarding their participation to Yolanda disaster relief and rehabilitation efforts. Specifically, it described the selected companies based on their current Corporate Social Responsibility (CSR) programs and their interventions in response to Yolanda disaster relief and rehabilitation. Data and information were gathered and analyzed using qualitative techniques. Results showed that more than half of the companies fell under the international business company category. All companies were considered large in terms of scale of capital and operation. Five of the companies have their own corporate foundation while two companies have a concrete program on disaster.

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\* Corresponding author.

E-mail address: [amcpanisales@gmail.com](mailto:amcpanisales@gmail.com)

All participated during the Yolanda disaster relief and rehabilitation initiatives, through direct or indirect support mechanisms. Financial support was utilized for relief supplies, goods and house construction. Non-financial assistance included provision of farm inputs, construction materials, needed equipment and facilities, family hygiene kits, medicine kits and school supplies while technical assistance covers the various trainings and workshops in the areas of professional masonry, farm management and enhancement of livelihood skills. Notably, there have been different levels of participation manifested by the company. However, to effectively and efficiently create impact during disaster, partnerships with LGUs and other key actors in the field must be strengthened. Furthermore, strategic framework for relief and rehabilitation directions and operations are deemed necessary to strengthen CSR.

**Key words:** Corporate Social Responsibility; Participation; Relief; and Rehabilitation

## **1. Introduction**

The Philippines is a disaster-prone area primarily due to its geographic location. In fact, eight of the 10 most disaster-prone cities in the world are in the Philippines [6]. Also, given the complexities of climate change, the country is currently experiencing extreme weather events with increased intensity and magnitude. Moreover, the author in [6] stressed that natural hazard risk is compounded in the Philippines by poor institutional and societal capacity to manage, respond and recover from natural hazard events.

More than a year ago, the Visayan region was greatly devastated by Super typhoon Yolanda leaving damages and losses amounting to Php 132.4 billion (OPARR, 2015). As a response, the Presidential Assistant for Rehabilitation and Recovery (PARR) was immediately created on December 6, 2013 under the Memorandum Order No. 62. As the overall manager of rehabilitation, recovery, and reconstruction efforts, the PARR facilitated the crafting of the Comprehensive Rehabilitation and Recovery Plan (CRRP). This contains the framework and the detailed guidelines of all the programs, plans and activities for the areas affected by the typhoon. However, the CRRP was just a part of the overall program, i.e., Reconstruction Assistance on Yolanda (RAY).

Vulnerability to disasters constantly resulted in massive destructions and the need for relief and rehabilitation every time a disaster occurs. The country constantly received development aid from international donors including private sector. This type of intervention from business sector comes through the operationalization of their Corporate Social Responsibility (CSR) programs.

CSR is defined as the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract [5]. Likewise, reference [3] view CSR as a continuing commitment by businesses to behave ethically and contribute to economic development, while improving the quality of life of the workforce and their families as well as the local community and society at large.

Regardless of why CSR exists, it does arguably provide a range of benevolent activities. These activities can be placed within two broad perspectives: 1) ethical actions by corporations; and 2) instrumental activities [4].

Framing CSR in disaster, it can be characterized as generally episodic and reactive [4]. This finding was supported by the study of the authors in [8] where they found that CSR initiatives were primarily directed toward post-disaster and response-based activities.

In the context of planning and mitigation, it was revealed that CSR is comprised of holistic activities with the intent of reducing risk and susceptibility and finally enhancing the areas of resistance and resilience [7]. The authors in [4] underscored the notion that the primary beneficiaries of disaster activities included employees, customers, and communities. This finding also supports the existing CSR literature that posits that the development of CSR activities is based on targeting those stakeholders that have a direct connection to the company as well as key stakeholders like neighboring communities [2]. While the Philippines is considered leading in terms of practicing CSR, still there are rooms for improvement and growth, especially in the areas of disaster management. Likewise, studying CSR in the context of disaster seems to be very frequent. Being aware that CSR activities greatly contribute to addressing various social development issues and concerns makes study relevant and meaningful. By understanding the participation of the business sector in relief and rehabilitation efforts, the findings can further concretize more strategic systems and approaches in maximizing the benefits and impact of CSR projects and programs.

Generally the study aimed to assess the business sector participation in Yolanda's disaster relief and rehabilitation programs in selected areas in the Philippines. Specifically, the research 1) described the companies as corporate citizens; 2) determined companies' current CSR programs and projects; 3) discussed the efforts of the companies in response to Super Typhoon Yolanda disaster relief and rehabilitation programs and projects; and 4) propose recommendations based on the issues and challenges being experienced by the companies.

## **2. Materials and Methods**

The respondents of the study are eight (8) current member companies of Philippine Business for Social Progress (PBSP), a corporate led social development foundation, with participation in the Yolanda post-disaster rehabilitation and recovery. The five member companies were selected through purposive sampling according to the following criteria: (1) NCR-based and active member of PBSP; (2) promotes sustainable development in their corporate social responsibility; and (3) has contributed to the Yolanda post-disaster relief and rehabilitation initiatives.

A survey questionnaire of Inclusive Business Imperatives (IBI) provided by the Center for Corporate Citizenship (CCC) including a set of questions in line with their participation to Yolanda disaster relief and rehabilitation were facilitated to obtain primary data. This activity happened during the Annual Membership Meeting (AMM) where the target respondents were present to witness and participate in the event. Likewise, AMM is an occasion to report the Foundation's accomplishment and project updates to members, donors and other stakeholders. This event also recognizes the contribution of the former trustees who served the organization and present new members to the general assembly and award them with membership plaques.

Key informant interviews among CSR officers of the company were done to ask in-depth and probing questions

from the member companies. This was done either through phone call and personal interviews. Responses were used to corroborate answers obtained from the survey questionnaires. Secondary data provided by the Relationship Management Unit of PBSP was used to present the profile of the companies. This study is a qualitative research (case study) which utilized thematic analysis.

Numerous business companies had the opportunity to participate in the Yolanda's relief and rehabilitation efforts and most of them have created impact to the status of living among affected communities. However, the study only showcased purposively selected companies represented by their CSR officers. Thus, generalization of findings was limited only for the companies selected. In addition, the actual conduct of the study only ensued within a semester. The availability for interview of the key respondents also caused limitation to the study as there were rescheduled interviews.

### **3. Results and Discussion**

#### ***3.1 Profile of the selected companies***

Table 1 shows the summary of the company profile of the selected respondents. It was found that the respondents were from large scale (by capital) business companies. All represent various industries from food manufacturing, construction, agriculture and agribusiness, financial and insurance servicing, health services, transportation and storage, professional, scientific and technical services; electricity, gas, steam and air conditioning supply and information and communication services.

Most of the respondents (63%) are classified as international business companies. Meanwhile, few (37%) are also large in nature but operating as a local industry in the country. Relatively, the youngest company among the respondents is the Navarro Amper & Co. – Deloitte Philippines, which have been in the business for 16 years while the oldest company in the selected member companies is the Phelps Dodge Philippines Energy Products Corporation which has been in the wire business for 59 years. Majority of the company's head office is located in the central business district.

While all the respondents are into CSR, it was revealed that these companies are aligning their current CSR programs and projects with their core business thrust. This CSR inclination provides exposure for the companies not only to portray a good image but also to improve lives.

Table 2 shows the list of present CSR projects and programs of the companies. Based on this, it could be inferred that their corporate social responsibility efforts were not only focused on their core business functions but also on the idea of diversification. This instance involved the many facets of marginalized sectors like as education, health, infrastructure and site development, environment, livelihood and enterprise development, capability and institutional building, disaster and among others.

It was noted that the recurring CSR activities of companies are in the areas of health, environment, and capability building. There is, indeed, a diversification of corporate citizenship in the Philippines. This finding was supported by Bretaña's result [1] on her article under Japan's International Cooperation in Eco-CSR. In this

study, companies providing support to the third sector were highlighted. More often than not, it presents limited to no company engagement after the monetary aid is granted so long as the donation is used for the benefit of the common good or a certain project. The diversification of CSR efforts mainly focused on the betterment of the beneficiaries rather than the core businesses of the business companies.

**Table 1:** Profile of the Selected Companies

<b>Member Companies</b>	<b>Year Established</b>	<b>Head Office</b>	<b>Industry</b>	<b>Size (by Capital)</b>	<b>International/Local</b>
CDO Foodsphere Inc.	1976	Valenzuela City	Food Manufacturing	Large	Local
East West Seed Company	1982	Bulacan	Agriculture	Large	International
Holcim Philippines Inc.	1974	Taguig City	Manufacturing (Other Non-metallic Mineral Products)	Large	International
International Container Terminal Services, Inc. (ICTSI)	1987	Port of City of Manila	Transportation and Storage	Large	International
MediCard Philippines, Inc.	1987	Makati City	Financial and Medical Insurance	Large	Local
Navarro Amper & Co. – Deloitte Philippines	1997	Taguig City	Professional, Scientific and Technical Services	Large	International
Phelps Dodge Philippines Energy Products Corporation	1955	Makati City	Electricity, Gas, Steam and Air Conditioning Supply	Large	International
SMART Communications, Inc.	1991	Makati City	Information and Communication Services	Large	Local

**3.2 Yolanda Relief and Rehabilitation Efforts of the Companies**

The relief and rehabilitation efforts of the respondent companies come from either direct or indirect manner. For instance, CDO Foodsphere Inc., through its corporate foundation, has partnered with Habitat for Humanity

Philippines in constructing houses among affected families in Leyte, Samar and other part of Visayas.

**Table 2:** List of CSR Programs and Projects

Company	Current CSR Programs and Projects	Project/Program Types
CDO Foodsphere Inc.	<ul style="list-style-type: none"> <li>• Gabay Nutrisyon (Supplemental Feeding Program)</li> <li>• Gabay Edukasyon (Educational Assistance Program)</li> <li>• Gabay Kalikasan (Environmental Awareness Program)</li> <li>• Gabay Hanapbuhay (Livelihood Assistance Program)</li> <li>• Gabay Lingkod (Community Outreach Program)</li> <li>• Almusalang Bayan (implemented thru PBSP)</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Nutrition</li> <li>• Education</li> <li>• Environment</li> <li>• Livelihood</li> </ul>
East West Seed Company	<ul style="list-style-type: none"> <li>• Horticultural Training Services</li> <li>• Tanim Sa Kinabukasan (school based gardening project)</li> </ul>	<ul style="list-style-type: none"> <li>• Capability Building</li> <li>• Environment</li> </ul>
Holcim Philippines Inc.	<ul style="list-style-type: none"> <li>• Galing Mason Training Program</li> </ul>	<ul style="list-style-type: none"> <li>• Capability building/ skills training</li> <li>• Livelihood and Employment generation</li> </ul>
International Container Terminal Services, Inc. (ICTSI)	<ul style="list-style-type: none"> <li>• Lusog - Dunong Program (Supplementary Feeding)</li> <li>• Livelihood seminars</li> <li>• Medical and Dental missions</li> <li>• Coastal clean-up</li> <li>• Financial donation to sports related activities</li> <li>• Project AIDE (Assistance to Improve Day Care Education)</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Nutrition</li> <li>• Livelihood</li> <li>• Environment/ Solid Waste Management</li> <li>• Capability building</li> <li>• Education</li> </ul>
MediCard Philippines, Inc	<ul style="list-style-type: none"> <li>• Medicaravan Para sa Bayan</li> <li>• Oplan Ngiti (Operation Smile)</li> <li>• Tulong Gulong</li> <li>• Works of Wellness</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Wellness</li> <li>• Disaster Management</li> </ul>

	<ul style="list-style-type: none"> <li>• Children Senior Response Program</li> <li>• Aid and Benevolence for Calamities and Disasters</li> </ul>	
Navarro Amper & Co. – Deloitte Philippines	<ul style="list-style-type: none"> <li>• Tree planting at Eco Park, Manila</li> <li>• House construction in collaboration with Habitat for Humanity, Philippines</li> <li>• Spending a day with the children of Bahay Kalinga Orphanage</li> <li>• Employee volunteering during the Brigada Eskwela (Annual School Maintenance Activities)</li> </ul>	<ul style="list-style-type: none"> <li>• Environment</li> <li>• Infrastructure</li> <li>• Education</li> </ul>
Phelps Dodge Philippines Energy Products Corporation	<ul style="list-style-type: none"> <li>• Community based nutrition projects</li> <li>• Housing development for the poor</li> <li>• Community clinics</li> <li>• Income generating activities</li> <li>• Seminar on Safety consciousness for flood stricken homes</li> <li>• Seminar on the safe use of electrical wires</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Nutrition</li> <li>• Infrastructure</li> <li>• Livelihood</li> <li>• Capability Building</li> </ul>
SMART Communications, Inc.	<ul style="list-style-type: none"> <li>• Kabalikat sa Edukasyon</li> <li>- Smart Wireless Engineering Education Program or SWEEP, TechX and Communtech, Smart Schools and Doon Po Sa Amin, Central Visayan Institute Foundation Dynamic Learning Program and Online Campus Journalism</li> <li>• Kabalikat sa Kabuhayan</li> <li>- Project Zero- tarpaulin bag making and Marikina Watershed Livelihood activities</li> <li>• Kabalikat sa Kalikasan</li> <li>- SmarTrees, Green Cellsites and Green Merchandising</li> <li>• Kabalikat sa Kalusugan</li> <li>- Ascent, Shine and Wireless Access for Health and Teleconsultation.</li> <li>• Kabalikat sa Kaligtasan</li> <li>- Capacity building and consciousness raising , weather monitoring, free call services especially during and after disaster)</li> </ul>	<ul style="list-style-type: none"> <li>• Education</li> <li>• Livelihood</li> <li>• Environment</li> <li>• Health</li> <li>• Disaster Management</li> </ul>

The company has extended financial assistance which is expected to reach out 50 homeless families. This kind of collaboration aimed to restore the normal way of life of the people in the Yolanda affected communities. The financial donation was secured through continuous fund raising activities involving their employees, networks and business partners.

Also, aligned with its five pillars, Odyssey Foundation, Inc. has explored to implement a livelihood project which includes skills training and seminars to augment additional income for affected families.

In the midst of the devastation left by Yolanda, food production and security were among the major problems in the Visayan region. Farms were wiped out and the citizens were primarily dependent on the relief supplies and goods provided by humanitarian aids, different foundations, supports and donations. To address these concerns in food production and security, East-West Seed Co., Inc. tackled these needs through their core business.

With the core business in agribusiness, East West Seed Company provided assorted vegetable seeds, fertilizers, basic gardening tools and trainings as the company's initiative in the Yolanda post-disaster rehabilitation and recovery. The company is implementing a livelihood recovery for an initial of 1,000 farmers that would help uplift the economic and agricultural needs of the farming communities. Training programs are executed concerning the subject of growing and cultivating fast growing and off-season vegetable productions since the situation in the communities are still problematic, there is a greater need for rapid food production to support these communities.

Furthermore, Holcim Philippines Inc. took advantage of their capacity to help and implement interventions aligned with what their company is advocating – housing and infrastructure. The damages in public and private assets of a Category 5 cyclone with the highest wind speed of 315 km/h ranges from destroying homes, collapsing buildings to inundating coastal regions with an inconceivable storm surge challenge. After Yolanda, it became critical in bringing the people together – the spirit of collaboration. A caucus, in which Holcim is part of, was held to address the needs in Leyte; and according to the Philippine Constructors' Association (PCA), the affected communities are in dire need for high standard construction materials to rebuild disaster resilient communities in Leyte. Holcim came up with the mission to build and provide construction materials that can withstand strong winds and cyclones, and that could withstand another Yolanda – the load bearing concrete hollow blocks.

To aid in the rehabilitation and community-rebuilding program, Holcim initiated infrastructure and construction activities. The first phase of their intervention was the production of load-bearing hollow blocks through the Building Blocks program.

They collaborated with a geologist, together with some of the agencies in Leyte, to look for the sources of gravel and sand in the area. This is for the initial production of hollow blocks. In support to this, Holcim provided standard supplies and equipment to operationalize the production. These supplies and equipment include Holcim cements, training modules and materials, three (3) high standard hollow block machines, and sets of personal protective equipment for the trainees. *Galing Mason* training program was implemented with local masons as



the participants. The training program covered the professional masonry module and the training for the production of hollow blocks. The Philippine Constructors' Association, a partner of Holcim in the rehabilitation and rebuilding program, provided a trainer to demonstrate Japan standards masonry and hollow block building. The Galing Mason training has produced 49 masonry trainees at the end of the program. As a way forward, the company is planning to integrate and implement their Sustainable Construction Framework in the next phase of their Yolanda disaster rehabilitation efforts.

In the case of ICTSI, assistance was in the form volunteer deployment. Thirty ICTSI volunteers were sent to Tacloban to review and employ local workers to start the cleanup and rebuilding in partnership with the Philippine Ports Authority (PPA). The government also asked help for ICTSI's resources and manpower in order to have an improved port operation in Tacloban, since the Leyte Integrated Port Services Inc needs recovery. Consequently, its equipment was massively damaged by Yolanda. Among the facilities include 12 forklifts of different sizes, seven generator sets, six tower lights to support night operations, several units of reach stackers for mobility of cargo and an additional five pay loaders for clearing operations.

For the post recovery, the company is also part of the partner sponsors of the Presidential Assistant for Rehabilitation and Recovery (PARR). As one of the 18 development actors, half of Tacloban would be with the ICTSI group. The common role of the development actor is to classify the projects that would be needed to rehabilitate the devastated region particularly in the areas of education, housing, livelihood and health. Also, one of the crucial functions of the company, as part of the team, was to manage the huge funds from local and international donors to ensure the safety and transparency of the funds and guarantee the efficient use of it. Still part of ICTSI's initiatives is the gift giving project which happened last December 22, 2013. The activity benefited a total of 2,000 kids and 1, 500 parents.

ICTSI and its Foundation closely coordinated with the initiatives and efforts of DSWD, partner foundations and non-government organizations such as the Philippine Business for Social Progress (PBSP) and Philippine National Red Cross (PNRC), and even the local Catholic Church for relief activities.

As part of Aid and Benevolence for Calamities and Disasters (ABCD) as their CSR program, the MediCard Foundation launched its "Operation Yolanda" and started its assistance in Madridejos located in Bantayan Island, Province of Cebu. The relief operation became possible in collaboration with Philippine Business for Social Progress (PBSP). More than 800 families (more or less 4000 individuals) benefited from the relief distribution that lasted for five to six days. A single relief pack is comprised of 10 kilos of rice, half kilo of dried fish, half kilo of mungo beans, four cans of sardines, five packs of instant noodles, one kilo of sugar, one kilo of salt, four liters of water, two bottles of cooking oil, three detergents soap, three plates, three cups, one bath towel, one blanket, two t-shirts, one big pail plus MediCard hygiene and medicine kits.

A group from MediCard Foundation, in view of its "MediCaravan Para sa Bayan" program, conducted a medical and optical mission in the ravaged areas of Marabut and Basey Western Samar. This was made possible through the help of Food for the Hungry Philippines (FHP), which is also working in the area.

The MediCard employees also took part in helping Yolanda affected areas as they donated and helped in packing the relief items for the victims. The relief goods were sent to devastated areas in Dulag Leyte. Furthermore, Foundation sent out 400 MediCard Family Hygiene and Medicine Kits to Yolanda stricken communities in Carles, Iloilo and Roxas City in Capiz through the effort of Scout Royale Brotherhood (SRB) and Alpha Phi Omega (APO).

Lastly, 14 boxes of clothes and 18 big tarpaulins were given to Isabel Leyte through the Bangon Isabel Group. It was made possible through the aid of 2GO, PASAR and Philpost for the free transport of goods via Manila-Cebu and Cebu going to Isabel Leyte.

In the case of Navarro Amper & Co. - Deloitte Philippines, it has provided volunteers and donation through its CSR arm firm, the Deloitte Philippines Outreach, Inc. (DPOI). The company sought the assistance of PBSP in their initiatives in assisting Patao, Bantayan in Cebu, which was also devastated by Typhoon Yolanda. One of their initiatives is to assist in the rehabilitation of an elementary school in Patao, a small town in Bantayan Island in Cebu province. In January 2014, the DPOI went to Patao to see the extent of damages caused by Typhoon Yolanda. They checked out the condition of the local high school and elementary school including the municipal town hall. They went back after a month to distribute school supplies to San Jose Elementary School and provided assurance that their help will continue covering the entire community.

DPOI has been proactive in extending their help, especially when a disaster strikes the country. In fact, during Typhoons *Pedring* and *Sendong*, DPOI has partnered with the Philippine Red Cross in providing relief operations to the victims of the calamities.

With the devastation brought by the Super Typhoon Yolanda and the immediate needs that surfaced after the storm, Phelps Dodge Philippines extended financial assistance to the disaster-affected communities in Visayas and Palawan. The said donation was channeled through the Philippine National Red Cross and Andres Soriano Foundation. In addition, during the height of the Yolanda disaster responses, the PDP also participated in relief goods donation in Tacloban.

Finally, SMART Communications, Inc. has provided various disaster relief and rehabilitation programs and projects to aid in the Yolanda disaster efforts, which are discussed below.

The Banglos Artist Community, in partnership with Smart Communications, are selling their sculptured art pieces. These people are the group of former fishermen who became sculptors after a series of typhoons occurred in Quezon. With the success of the program, SMART decided to replicate it in a Yolanda-stricken community. The Banglos sculptors helped their fellow typhoon survivors through sculpture trainings and workshops. The art pieces created by the Yolanda survivors from Pontevedra, Capiz were placed in an exhibit to help them find new sources of livelihood and rebuild their own lives.

Being the leading wireless service provider, Smart Communications, Inc. extended their support and efforts to Yolanda stricken communities. This was carried out by providing Free SMS, established almost fifty free call booths (*libreng tawag*) and twenty charging stations in the areas that are ravaged by the typhoon.

Aside from that, the company also distributed 250,000 SIM packs in Central Visayas, Palawan and Metro Manila to be utilized by families affected by Yolanda. This is for them to reach out to their loved ones here and abroad. At the same time, the company had also partnered with social networking site Twitter to provide updates about relief operations and news updates from different areas for free.

Smart Communications and its partner organizations organized their employees and volunteers to repack and deliver almost 7,000 relief packs. This pack includes food items, hygiene kits, and used clothes. It was distributed to the affected areas like Ormoc and Dulag in Leyte; San Dionision, Estancia and Concepcion in Iloilo; Bogo, Medellin, Daanbantayan and Bantayan Island in Cebu; and several areas in Aklan, Capiz and Antique.

**Table 3: Companies' Relief and Rehabilitation Programs and Projects**

Company	Programs and Projects	Partner Organization(s)	Beneficiaries	Type of Program and Project	Type of Response
CDO Foodsphere Inc. thru the Odyssey Foundation, Inc.	Shelter Donation to Habitat for Humanity Philippines	Habitat for Humanity Philippines; LGU	Target of 50 homeless families affected by Yolanda in Leyte and Samar	Housing Construction	Rehabilitation
East West Seed Company	Provision of input materials (seeds, fertilizers tools) and capacity building	LGU	Initial target of 1,000 local farmers in Leyte and Samar Islands	Agriculture; Livelihood recovery program	Relief and Rehabilitation
Holcim Philippines Inc.	Galing Mason Training Program	LGU, PCA, and TESDA	49 TESDA Certified Masons; Javier, Leyte communities	Construction; Livelihood recovery program	Rehabilitation
International Container Terminal Services (ICTSI)	ICTSI employee engagement to do coastal and port clean up; Christmas gift giving	DSWD, PBSP, PARR, National Red Cross, and the local Roman Catholic Church.	A total of 2000 kids and 1, 500 parents received the gift packages	Manpower, supplies, gift donations	Relief and Rehabilitation
MediCard Philippines, Inc. thru MediCard Foundation, Inc.	Relief Operation; Medicaravan Para sa Bayan (Medical and Optical Mission); MediCard employees donated goods and volunteered in sorting of goods.	PBSP, Food for the Hungry Philippines (FHP), Scout Royale Brotherhood, Alpha Phi Omega (APO) of 2Go, PASAR and PhilPos	4000 individuals with food and non-food relief goods in Bantayan IslandCebu; 400 individuals with MediCard Family	Health programs; relief donations; and employee volunteering	Relief

			Hygiene and Medicine Kits in Iloilo and Capiz		
Navarro Amper & Co. – Deloitte Philippines	Provision of school supplies and volunteers in the building/rehabilitation of the elementary school.	Local Government Unit (LGU)	Students of San Jose Elementary School in Patao Bantayan Island Cebu	Construction; and supplies donation	Relief and Rehabilitation
Phelps Dodge Philippines Energy Products Corporation	Financial support to Yolanda relief and rehabilitation efforts thru Philippine National Red Cross and Andres Soriano Foundation	National Red Cross and Andres Soriano Foundation	Relief Operations in Tacloban and Palawan	Cash donation	Relief
SMART Communications Inc.	Support to relief and livelihood projects thru Banglos sculpture project; Disaster preparedness through SMS warning; Relief goods distribution	Philippine Disaster Recovery Foundation (PDRF), LGU, Banglos Artist Community, Alagang Kapatid Foundation	Yolanda survivors 250,000 individuals were given sim packs;  7,000 relief packages were given to the survivors; Pontevedra, Capiz community	Communication; Livelihood program; and Relief distribution	Relief and Rehabilitation

In view of the Comprehensive Rehabilitation and Recovery Plan of the OPARR, the eight companies directly contributed to address its five major clusters like in the areas of livelihood, social services, infrastructure, support cluster and resettlement. Holcim Philippines Inc. and CDO Foodshpere Inc., for instance, had a direct intervention in terms of resettlement. The overall goal of the resettlement cluster is to address housing gaps among Yolanda’s corridor areas and to build houses back better, safer and faster. Indeed, efforts of the companies supported the Community-driven Shelter, the flagship resettlement program aiming to fast-track housing reconstruction by harnessing the capacities of local governments and their communities, and address the issues of land availability in the resettlement of disaster victims.

Skills development, as part of the livelihood intervention, has been seen as a critical element as this can showcase opportunities and possibilities to develop and acquire new skills. Since there will be an increase in demand for skills worker more importantly in the construction industry, skills training and development will be very meaningful. And on this note, Holcim Phils Inc. could scale up their current initiatives on *Galing Mason* program to engage and capacitate potential masonry workers among disaster affected areas.

Accordingly, the efforts on the Yolanda Rehabilitation and Recovery Plan must be realigned and weaved toward the overall goal of the Philippine Development Plan (PDP) [9]. This means that CSR programs of the companies

must contribute to poverty reduction and creation of quality employment with equal development opportunities among women, children and men.

Based on the summary results framework for Yolanda Rehabilitation and Recovery, short-term outcomes must be positioned strategically to cover the areas of livelihood and business development, housing and resettlement, social services and physical infrastructure. Below is the summary of the outcome areas where the companies had contributed (Table 4).

**Table 4:** Outcome Areas of the Companies’ Relief and Rehabilitation Programs and Projects

<b>Company</b>	<b>Outcome Areas</b>
CDO Foodsphere Inc. thru the Odyssey Foundation, Inc.	Housing and Resettlement, Livelihood and Business Development
East West Seed Company	Livelihood and Business Development
Holcim Philippines Inc.	Housing and Resettlement, Livelihood and Business Development
International Container Terminal Services (ICTSI)	Social services and physical infrastructure
MediCard Philippines, Inc. thru the MediCard Foundation, Inc.	Social Services
Navarro Amper & Co. – Deloitte Philippines	Social Services and physical infrastructure
Phelps Dodge Philippines Energy Products Corporation	Social Services
SMART Communications Inc.	Social Services

Table 5 clearly shows the list of areas where the respondents made the relief and rehabilitation initiatives. It was revealed that majority of the efforts are highly concentrated in the Eastern Visayan region where the super typhoon made landfall and brought serious damages and losses.

The MediCard Philippines, Inc. and SMART Communications, Inc. have the widest coverage in the Yolanda-stricken regions in the Philippines. Previous results showed that MediCard Philippines, Inc. and SMART Communications, Inc. are the only two that have current CSR programs and projects focusing on disaster management. This particular program has resulted to cover a wider scope of areas in the context of disaster relief, response, rehabilitation and recovery programs and projects.

**Table 5:** Assisted Areas of During the Yolanda Relief and Rehabilitation Efforts

<b>Company</b>	<b>Targeted Area</b>
CDO Foodsphere Inc. thru the Odyssey Foundation Inc.	Leyte, Samar and other parts in Visayas
East West Seed Company	Leyte and Samar Islands
Holcim Philippines Inc.	Javier, Leyte
International Container Terminal Services (ICTSI)	Tacloban, Leyte
MediCard Philippines, Inc. thru MediCard Foundation Inc.	Madridejos in Bantayan Island Cebu, Marabut and Basey Western Samar, Dulag and Isabel, Leyte, and Carles, Iloilo and Roxas City in Capiz
Navarro Amper & Co. – Deloitte Philippines	San Jose Elementary School, Patao, Bantayan Island Cebu
Phelps Dodge Philippines Energy Products Corporation	Northern Palawan and Tacloban City
SMART Communications Inc.	Central Visayas, Palawan, Metro Manila, Leyte, Iloilo, Cebu, Aklan, Capiz, Antique

### **3.3 Issues and Challenges**

In implementing projects and programs, CDO Foodsphere, Inc thru the Odyssey Foundation experienced difficulties. They have to delay pipeline of their projects due to issues concerning on expected output with partner organization.

East West Seed Company reported some challenges with their livelihood recovery program implementation among the farmers at the local level. Finding the appropriate and reliable partners at the local level was also identified as a challenge. Also, the company had a minor obscurity in assessing the needs and status of the farmers because of the quality of the farmers' organizations (associations, cooperatives and others) organized by government agencies and civil society organizations. Lack or absence of reliable and timely socio-economic data, information and research study results at the local level were observed to be a limiting factor as a basis of project planning and development. Political factions and concerns in the barangay and municipal levels were also observed as a challenge. It was evident that there is a highly politicized area where local officials endorsed only their political supporters as project beneficiaries leaving behind other typhoon victims.

Holcim Philippines Inc. believes that there is no one way of addressing the havoc brought by the super typhoon

Yolanda. The company had realized that strong collaborations and innovative approaches are needed in rebuilding the disaster-stricken communities. Since Holcim does not operate in the Visayas region, resource mobilization and transportation of supplies were the main challenge in the disaster relief and rehabilitation assistance.

**Table 6:** Companies’ Issues and Challenges in Implementing Yolanda Disaster Relief and Rehabilitation Projects

Company	Issues and Challenges
CDO Foodsphere Inc.	<ul style="list-style-type: none"> <li>• Project management constraint</li> </ul>
East West Seed Company	<ul style="list-style-type: none"> <li>• Implementation of their livelihood recovery program among the farmers</li> <li>• Finding the appropriate and reliable partners at the local level was one of the challenges</li> <li>• Lack or absence of reliable and timely socio-economic and physical data, information and research study results at the local level</li> <li>• Political factions and concerns in the barangay and municipal levels</li> </ul>
Holcim Philippines Inc.	<ul style="list-style-type: none"> <li>• Logistics and high cost of construction materials and supplies</li> </ul>
International Container Terminal Services (ICTSI)	<ul style="list-style-type: none"> <li>• Cooperation and ownership among project beneficiaries</li> <li>• Communication problems and proper coordination</li> </ul>
MediCard Philippines, Inc.	<ul style="list-style-type: none"> <li>• Venue, logistics and proper coordination for their medical and optical missions in the ravaged areas by the disaster Yolanda.</li> <li>• Costly shipping fee of the goods</li> </ul>
Navarro Amper & Co. – Deloitte	<ul style="list-style-type: none"> <li>• Enough resources in rehabilitation purposes</li> </ul>
Phelps Dodge Philippines	<ul style="list-style-type: none"> <li>• Insufficient manpower and volunteer support towards relief and rehabilitation efforts</li> </ul>
SMART Communications Inc.	<ul style="list-style-type: none"> <li>• Lodging of company volunteers/staffs</li> <li>• Engineers walked for 2 hours to go to the cell sites</li> <li>• Proper coordination on the ground</li> </ul>

There have been limited modes of transportation since most of the transportation means are damaged by the super typhoon. Also, with the increasing need for community rebuilding in Visayas, consequently, there was a

higher demand of cement in the whole region. From the business orientation, Holcim needed to assure that there will be transported products to the consumers.

There are issues and challenges experienced by ICTSI. These include behavioral and cultural concerns. In contrast with Tacloban, the people in Albay were more conscious to help themselves for faster recovery. Communication and proper coordination also posed as a problem.

On the other hand, MediCard Foundation found it challenging to look for necessary logistical support in implementing their project activities. Coordination for their medical and optical missions was identified also as a major concern. Moreover, the company has been problematic in terms of logistical cost of the relief goods. Seemingly, it is more expensive than the actual cost of the supplies.

Navarro Amper & Co. – Deloitte Philippines sometimes did not have enough resources to conduct big time projects. This is not a usual thing as they do collaborate with NGOs who are really engaged in this type of engagement.

Lastly, it required extraordinary efforts for Smart Engineers who were deployed to restore the networks in the areas affected by Yolanda, amid challenging conditions and almost walked for two hours just to go to the cell sites. Lodging became a difficulty for them particularly few days after the typhoon. Full coordination with the local agencies is required to implement programs for rehabilitation. Table 6 shows the summary of issues and challenges experienced by the companies.

#### **4. Conclusions and Recommendations**

All companies studied aligned their CSR programs and projects with their core business activities. Only two companies have concrete project interventions in disaster management.

Results showed all companies participated in the Yolanda Relief and Rehabilitation efforts. Likewise, these efforts were anchored to the comprehensive plans formulated by the OPARR. Companies' participation varies through direct or indirect support mechanisms.

Issues and challenges experienced by the companies were documented. The issue of coordination, communication and political dynamics were identified as the topmost concerns of the companies. Although, there really is a need to define the institutional arrangements of private companies who are implementing various CSR programs in disaster stricken communities.

Based on the findings of the study, the following recommendations are being proposed:

1. Strengthen participation and involvement of the private sector through their CSR in the areas of expansion of public-private partnership arrangements for major investment programs; streamlining processes to accelerate the issuance of licenses to operate new businesses, especially those that help re-establish critical supply chains; facilitating bulk purchase arrangements from the private sector for goods that help meet the



basic needs of affected communities; and fostering business-community links through adopt-a-town partnerships.

2. The national government must crystallize the institutional arrangement in order to maximize the role the private sector in implementing CSR projects and programs.
3. Provide direct support on livelihood and business support thus creating employment and share good business practices.
4. Scale up and enhance disaster CSR programs by integrating disaster resiliency strategies and promoting inclusive business approaches.

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