

## VIII. Lessons Learned

### 8.1. DENR Perspective

Area of Concern	Description of Lesson Learned	Recommendation
Regulatory agencies can play an active role in promoting EMS/P2/CP in all organizations	DENR and its partner institutions can support EMS/P2 implementation by industry	<ol style="list-style-type: none"> <li>1) EMS should be used to reduce/prevent pollution and help conserve resources at the industry or organizational level</li> <li>2) EMS should be applied to all types of organizations both the private and government sectors</li> <li>3) EMS adoption should be driven by cost savings and other internal benefits and as such can be used as a tool for industry self-regulation</li> </ol>
Regulatory agencies can play an active role in promoting EMS/P2/CP in all organizations	DENR can promote EMS/P2 through a variety of mechanisms	<ol style="list-style-type: none"> <li>1) Implement appropriate policy support               <ol style="list-style-type: none"> <li>a) Implementation of the EMS requirement in the Clean Air Act</li> <li>b) Provision of recognition and other incentives to EMS/P2/CP</li> <li>c) Provision of assistance to business especially SMEs such as information, education and training, technical and technology information</li> <li>d) Stricter enforcement of environmental regulations. Because of the cost of environmental litigation, clean up or shutdown, this action serves as disincentive to polluters and a driver to industry to look for and implement cost-effective environmental management solutions</li> </ol> </li> <li>2) Continue, strengthen and expand the network IISE has established. This network at present consists of the following: the DOST, BPS and BOI of DTI, AIM, ULAP, DBP, Land Bank and the Philippine Association of Tertiary Level Educational Institutions on Environmental Planning and Management</li> <li>3) Link other key support institutions to this network including the Philippine Institute of Certified Public Accountants (PICPA) and Business AGENDA 21. PICPA has developed core competency in environmental cost accounting and can assist in providing training on environmental cost accounting to businesses. BA 21 is comprised of more than 70 member-industry associations which have made commitment to improve on their environmental performance. These associations can influence their members to implement EMS/P2 through seminars and trainings .</li> </ol>

Management of a multi-partner, multi-stakeholder project like IISE	Project implementation can be improved through clarification of roles and responsibility at the onset of the project	<ol style="list-style-type: none"> <li>1) Preparation of the Project Operational Framework in addition to the Results Framework to show the strategic directions that the government and the private sector should play in assisting attainment of performance objectives, and to provide the Directors of implementing agencies and other project stakeholders a view of their complementary roles and contributions to the project objectives</li> <li>2) Preparation of a Joint Implementation Letter at the outset of the project. This document should clearly delineate commitments, respective roles and responsibilities, along with shared and complementary activities that will contribute to project objectives.</li> </ol>
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### 8.2. USAID Perspective

Area of Concern	Description of Lesson Learned	Recommendation
EMS/P2/CP Promotion	EMS/P2 can be most effectively promoted through a combination of actions	<ol style="list-style-type: none"> <li>1) Promote regulatory policy incentives to encourage industries to implement cleaner production and meet environmental operating standards</li> <li>2) Increase regulatory enforcement to motivate companies to take action</li> <li>3) Enlist community participation in monitoring and pressuring industries and other organizations to meet environmental standards;</li> <li>4) Identify dynamic senior management leaders who recognize the advantages of EMS including cost savings, competitive advantage, improved public image and reduced liability and who will champion this in his/her organization</li> <li>5) Reduce the cost of EMS implementation and certification through a combination of training, increased local supply and competition among environmental consultants/firms, and install a national EMS Accreditation Program</li> <li>6) Promote partnerships with industry, local government units, NGOs/PVOs and academe, to expand perspectives, experience and build cooperative momentum</li> </ol>

EMS/P2/CP Promotion	A combination of incentives and disincentives will help to promote the adoption of EMS/P2	<ol style="list-style-type: none"> <li>1) Pass the DAO on regulatory policy/incentives for EMS adoption</li> <li>2) Continue partnerships with DTI, industries, LGUs and NGOs to promote EMS</li> <li>3) Encourage DENR staff to promote EMS</li> <li>4) Encourage DTI to continue work towards establishing a national EMS Accreditation Program</li> <li>5) Continue support to the DENR Industrial Environmental Management Geographic Information System to help the EMB target industries strategically</li> <li>6) Strengthen enforcement of regulations so that companies are working within environmental standards</li> </ol>
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### 8.3. Contractor's Perspective

Area of Concern	Description of Lesson Learned	Recommendation
	Cost is the primary barrier to EMS implementation for virtually all organizations particularly SMEs	<ol style="list-style-type: none"> <li>1) Promote Joint EMS Training and Implementation Programs. Haring of consultant costs as well as sharing EMS implementation experiences reduces the cost of EMS implementation</li> <li>2) Support the formation and operation of a national EMS Accreditation Program. Nationalizing the EMSAP will reduce the dependence of Philippine industries and organizations on foreign-based certification bodies and EMS auditors, and pass on cost-savings for certification/re-certification.</li> </ol>
	Currently, it is difficult to quantify the benefits or savings that can be achieved from a fully implemented and properly maintained EMS	<ol style="list-style-type: none"> <li>1) Develop an EMSAP or some other mechanisms to help quantify (a priori) the cost and the potential savings that will accrue from a firm implementing EMS</li> <li>2) Document and distribute the experiences of firms that have realized savings from their EMS</li> </ol>

	<p>The primary reason for implementing EMS cited by industries participating in IISE was that their senior executives were concerned about the adverse environmental impacts of their company's operations and pollution and they wanted to reduce this impact. They also wanted to be seen by others as taking proactive measures and exercising leadership in pollution reduction and environmentally friendly operations.</p>	<ol style="list-style-type: none"> <li>1) Identify CEOs and other industry leaders who have implemented and support EMS to act as "EMS Champions"</li> <li>2) Develop means to draw attention to the efforts and success of firms that have implemented EMS, particularly those which are ISO14001 certified. This can be done via media, awards and other forms of recognition</li> </ol>
	<p>Very few industries are currently influenced by corporate environmental mandates (e.g., greening the supply chain", ISO14001 EMS Certification). The impact of this mandate is limited to only a few multinational firms and their first-tier suppliers, and with the current global economic downturn, the timeline for implementation of many of these mandates is flexible.</p>	<ol style="list-style-type: none"> <li>1) Limit resources expended on this approach to multilateral and large industries that have received a fixed corporate mandate, and on their most immediately affected (e.g., first tier) suppliers</li> </ol>

<p>Increasing access to EMS/P2/CP information</p>	<p>Most companies are aware of EMS but have little understanding of how the system works and its relationship to ISO14001 certification</p>	<ol style="list-style-type: none"> <li>1) Continue/expand NGO and other EMS awareness efforts with a focus on developing simple explanations of EMS, ISO14001 and the benefits of these systems;</li> <li>2) Develop EMS outreach methods and materials that are directed to organizations that promote the interests of industry (chambers of commerce, professional/industry organizations, export zones, industrial estates). Use these organizations as entry points to industry sectors or other groupings</li> <li>3) Complete, publish and revise as needed the IISE Communicators Training Manual, In conjunction with this, participants at workshops for regional IEC Units of the PEPP Partners should receive an introduction to these systems and instruction in the use of the manual.</li> </ol>
<p>Increasing access to information</p>	<p>Most companies listed insufficient information on pollution management technology as a major barrier to assessing options and taking action to reduce their environmental impacts</p>	<ol style="list-style-type: none"> <li>1) Support the expansion, promotion and availability of the DOST environmental technology information center</li> <li>2) Awareness programs should compile and have available for distribution, information on environmental and pollution management technology</li> </ol>
<p>Strengthening Relationships with the Regulator</p>	<p>Regulatory enforcement is not currently a strong driver for pollution reduction, environmental management or EMS implementation by industry. For most firms, the current mode of operation is simply to hope that their compliance with regulatory standards will not be assessed or monitored.</p>	<ol style="list-style-type: none"> <li>a) DENR should strengthen its regulatory enforcement capabilities, particularly in the areas of monitoring/surveillance, sampling programs and laboratory analysis/standardization</li> <li>b) DENR should support the development of EMB new industrial environmental management GIS to provide stakeholders with improved scope and access to information on pollution generation and promote more information-based decision-making and environmental management</li> </ol>

<p>Strengthening Relationships with the Regulator</p>	<p>Most companies are not fully aware of environmental regulations that apply to them and in particular changes in environmental standards</p>	<p>Awareness programs should have contact information on specialists who understand these regulations and their applicability to industry, Again this could be a particular focus of the IEC units of the regional PEPP Partners.</p>
<p>Strengthening Relationships with the Regulator</p>	<p>Most companies view the DENR with suspicion and fear regarding the possibility of unexpected visits, penalties and cease and desist orders, etc. They do not see the DENR as source of support of positive partnership.</p>	<ol style="list-style-type: none"> <li>1) DENR should authorize the draft DAO promoting regulatory assistance in conjunction with EMS implementation.</li> <li>2) When the above DAO is approved, the selected regional DENR offices should undertake joint EMS training programs similar to the pilot program that was conducted in Bicol.</li> </ol>