MANILA BAY SUSTAINABLE DEVELOPMENT MASTER PLAN (MBSDMP)

Final Communication Plan Details

STRATEGIC FRAMEWORK

VISION. The overall vision of the Manila Bay Sustainable Development Master Plan (MBSDMP) is the realisation of a sustainable, resilient, and beautiful Manila Bay for all Filipinos to enjoy. This is an elaboration of the Manila Bay Task Force (MBTF) vision of “A Beautiful Manila Bay for All Filipinos to Enjoy.”

BRAND. The MBSDMP, as one of the overall seven Key Results Areas of the Manila Bay Task Force, will follow the overall brand of “MANILA BAYanihan” adopted by the MBTF. Such co-branding reinforces the alignment, coherence, and unique contribution of the MBSDMP to the overall objectives of the MBTF. The specific MBSDMP communication strategy and plan promote a strategic coherent, climate-risk informed, and sustainable Manila Bay development that addresses root causes and drivers of current systemic problems and enhance the wellbeing of people who are affected by Manila Bay development.

COHERENCE. The MBSDMP communication strategy and plans seek to inform, influence and educate, and inspire/mobilise all relevant Manila Bay stakeholders towards individual and collective actions that are evidence-based, community-generated and owned, environmentally-responsible, inclusive, and synergistically contributing to the realisation of the strategic intent of the Manila Bay Sustainable Development Master Plan towards the fulfillment of the vision of the MBTF.

CORE MBSDMP MESSAGE. The core message for the MBSDMP is proposed to be: Rehabilitating Manila Bay is common responsibility and investment for a sustainable, resilient and beautiful Manila.

INSTITUTIONAL ARRANGEMENTS. The MBSDMP communication strategy and plans are predicated on the institutional arrangements proposed in the MBSDMP Action and Implementation Report.

Interim arrangements (2020-2022). As proposed, it is expected that during this period the Manila Bay Task Force (MBTF) will be responsible for the roll-out and implementation of the MBSDMP. The details of the communication strategy, engagement plan, and personnel requirements will be developed under the aegis of the MBTF. Among others, MBTF will work on the appropriate communication requirements of the various priority action plans (including the preparation of relevant IEC materials/products for broad public education, targeted stakeholder messaging and engagement, training and capacity building). These should contribute to the realisation of an effective, efficient, and accountable collaborative and inclusive decision and coordination mechanisms across key stakeholders, especially local government units.

Long-term perspectives (2022-onwards). The institutional requirement for the MBSDMP is a formal body with a clear mandate to oversee the sustainable development of Manila Bay which meets all the key institutional requirements to deliver a comprehensive, integrated, sustainable and responsive Manila Bay

1 See the Manila Bay Task Force Communication Engagement Plan.
development within the next 10-15 years. The envisioned “Manila Bay Development Commission” mandate and functions, (i.e., ensure integration, complementation and consistency of all development plans and efforts; provide focused, integrated, science-based, and timely response with relevant agencies and local government units; ensure stakeholder engagement and participation in the whole process towards building sustainability efforts and investments, and monitoring and evaluation of results) require a robust and communication infrastructure and resources.

The “Manila Bay Development Commission” will therefore have a dedicated communication unit led by a senior communication person working with an in-house communication team. This team needs to help realize and work within an effective communication architecture that is made up of a network of lead communication persons in key of key local government units that will constitute an inclusive, agile and effective information, consultation and decision platform on communication issues.

Stakeholder Engagement. Stakeholder engagement will be a constant, continuing important task of the MBTF (in the short-term) and the eventual Manila Bay entity (in the long-term). Relevant IEC products to support continuing stakeholder engagement will be need to be produced. It is of utmost importance that stakeholder engagement also lead to the emergence and nurturing of MBSDMP champions among different stakeholders groups.

OPERATIONAL PERSPECTIVE – PRIORITY COMMUNICATIONS PLANS AND TASKS

MESSAGES

Core MBSDMP Message. As stated above, the core message for the MBSDMP is proposed to be: Rehabilitating Manila Bay is common responsibility and investment for a sustainable, resilient and beautiful Manila.

Sub-messages. The following are proposed as sub-messages, following the four pillars of the MBSDMP. An important element in the communication plan is to ensure that critical data/information are available to support individual messages.

- **ICZM Planning Framework.** All efforts and initiatives in and related to Manila Bay Development, both private and public sector, should be founded on the institutionalisation of the ICZM planning framework to ensure coherence and synergy. The MBTF needs to adopt a framework and produce a resolution to enforce its use and implementation.

- **Priority Measures:**

  Reduce pollution load. We look to expand coverage for both sewerage and septuagenarian management, improve business and industries compliance with quality standards, and enhance accountability mechanisms. (This is related to the MBTF KRA No. 1.)

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2 In considering the propositions herein, the constraints posed by the Covid-19 pandemic should be a major issue as certain communication and engagement platforms may not be possible and therefore alternatives, mainly online need to be explored and optimised.
**Improve solid waste management.** We already have the mechanisms and technical know-how – be it waste reduction and segregation, or collection, recycling and recovery, or residual and off-shore solid waste management. We only need the collective will to really make them work. (This is related to the MBTF KRA No. 2).

**Reduce explore flooding.** In addressing this, we need to optimise the use of technical and non-technical, eco-friendly and resilient solutions, including the need to redefine a new Manila Bay coastline as basis for the design of flood protection measures.

**Restore natural habitats.** We have a number of legal measures in place, such as local habitat protection and management, and protection and fisheries zones, and we need to make them work. This will also require an effective ongoing assessment and monitoring of coastal resources. (This is related to the MBTF KRA No. 4).

**Boost fish biomass.** To achieve this, we start with better enforcement of fisheries and coastal resource management plans. We also need to make sure that these plans are synergistic rather than competing and working at cross-purposes. We need to establish a coherent, unified set of rules and regulations on fisheries, including sustainable aquaculture.

**Promote responsible and sustainable tourism.** We envision a Manila Bay Ecological Park and Eco-Museum that will foster public information, education, and positive contribution to efforts towards sustainable development of the Bay.

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- **Enabling environment.** The MBSDMP has identified a number of enabling elements, including institutional set-up, decongestion of Metro Manila, compliance with relevant policies, environment friendly development, and stakeholder engagement. All of these point to the important of an informed public, responsive local government, concerned communities, responsible private sector, and an all-hands-on-deck effort from all relevant sectors and stakeholders. This reinforces the MBTF message

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**Additional communication concerns for MBSDMP**

- Reinforce the message re the nature of the Manila Bay Sustainable Development Master Plan strategic and operational planning process that is holistic, multi-dimensional, participatory and multi-stakeholder, inclusive and coherent, and adaptive, with a premium to multi-stakeholder negotiation and strategy – the legitimacy of the planning process
- Inform and educate individual and clusters of stakeholders, including local government units and informal settler communities/organisations, of the genesis (locally-generated, based on local recommendations and existing priorities) and import of the priority action plans (how these collectively contribute to the overall goals/key results of Manila Bay development) – building on and synergistic local initiatives.
- Inspire and mobilise stakeholders to imagine and develop creative and innovative propositions for their responsible and effective role in Manila Bay development as their contribution to the collective challenge for Manila Bay development especially in
a context significantly impacted by the Covid-19 crisis. — *role and agency of stakeholders in the realisation of Manila Bay development results*

**Integrated Approach**

The communication requirements of MBDSMP, as a critical component of the MBTF key results areas, should be integrated with the communication strategy, plans, and activities of the MBTF, to avoid communication cross-circuits, information overload, and confusion.

The MBSDMP identifies the following key stakeholders and audiences, as addition to and further specification of, the *key stakeholders and audiences identified in the MBTF communication plan*, i.e.,

<table>
<thead>
<tr>
<th>MBTF-Key Audiences/Stakeholders</th>
<th>Additional/Specification</th>
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<tbody>
<tr>
<td>INFORMAL SETTLERS</td>
<td>National and regional line agencies</td>
</tr>
<tr>
<td>LGUS and BARANGAYS</td>
<td>Corporate private sector entities</td>
</tr>
<tr>
<td></td>
<td>Civil society organisations</td>
</tr>
<tr>
<td>OTHER PUBLICS</td>
<td>Academe, youth sector</td>
</tr>
</tbody>
</table>

MBSDMP specific messages and other communication concerns should be *integrated into the different platforms, channels and spaces* already identified in the MBTF communication plan. This will also serve the purpose of ongoing stakeholders engagement as a key enabling elements in the MBSDMP. In other words, MBSDMP should be a collaborator in relevant communication activities planned for the short-term.

- Website and social media – specific link to MBSDMP within the MBTF website, specific MBSDMP hash tags, etc.
- Town hall meetings with informal settlers and other relevant publics, consultations with corporate private sector and civil society sector – MBSDMP-specific agenda, communication requirements and materials should be incorporated into these events as appropriate
- Information bulletins, public service advertisements, TV/radio segments, press briefings and press releases, school tours, etc. – MBSDMP-specific agenda and materials should be incorporate as appropriate
- LGU and barangays-focused activities – MBSDMP should piggyback on the proposed MANILA BAYanihan Summit, LGU conferences, seminars, and other capacity development activities – MBSDMP materials and resource persons can be tapped for these events

Both as part of the MBTF (and later the MBDC) key results area as well as a distinct element of Manila Bay development more broadly, the MBSDMP communication should also explicitly align the initiative to the *national recovery plan* that requires inter-agency and all-of-nation engagement. As indicated in the MBSDMP Action Plan and Investment Report, MBSDMP (1) contributes to stakeholder engagement and participation, (2) provides a coherence framework to mitigate Manila Bay-related business and consumer consumer losses, and (3) ensures institutional anchor for policy advocacy, evidence-based decision-making, and safeguarding of
inclusive and meaningful participation of stakeholders towards achieving Manila Bay 2040 and Ambisyon Natin 2040 as recalibrate in the light of Covid-19.

Communication products

Audio-Visual Production. MBSDMP will produce a 4-5 minute audio-visual production that is expected to serve as general introduction to the MBSDMP suitable for use for different audiences and platforms. This will be available by the time the MBSDMP planning process is completed. This will also be available on the MBTF website.

Information, Education and Communication Materials. Within the first quarter upon completion of the MBSDMP, the following materials will be produced (both analog and digital formats) for use in different platforms as specified in Section 2.2.3 above.

- **MBSDMP Main Brochure.** This will be a four-page A4 spread that summarises the essential features of the MBSDMP for use the above mentioned platforms and general public information, as relevant.
- **MBSDMP FAQ.** The first FAQ will be developed and embedded in the MBSDMP site (linked to MBTF) and will be updated periodically.
- **Priority Measures Information Sheets.** These will be two-page information sheets on each of the priority measures. These priority measures information sheets should include an inventory of key relevant laws, policies, etc.
- **Toolkits and other training materials.** The MBSDMP, via MBTF (and later MBDC) will also develop a number of training materials and toolkits on (a) ICZM, and (b) priority measures, targeted in the first instance at local government and barangay level leadership capacity development and community engagement. These will be updated periodically as necessary.

Other information, education and communication materials will be developed later as deemed necessary by the MBTF and later the MDC.

ORGANISATIONAL DIMENSIONS

Organizational context

It is envisioned that the organizational set-up for MBSDMP implementation should have substantial authority to make management decisions as well as powers to coordinate, regulate, and enforce compliance consistent with the conservation of ecosystems and within the sustainable economic potential of Manila Bay. The short-term proposition is for this to be assumed by the MBTF as mandated under AO 16. The medium-to-long-term proposition is the setting up of a Manila Bay Development Commission, either independent or attached, to sustain the momentum of the MBTF and the implementation of the MBSDMP. With key mandates to (a) oversee the sustainable development of Manila Bay while meeting all the key institutional requirements to deliver Manila Bay Development within the next 10-15 years, and (b) ensure integration, complementation, consistency, and coherence of all development plans and efforts in or that will affect Manila Bay, a strong and effective communication capacity of the institution is very important.
Key human resource requirements

As indicated earlier, whether in the MBTF or later in the MBDC, the following core human resource requirements need to be in place (some of these may already be in the current MBTF configuration and may be expanded over time as needed):

- **Communications Director, who is typically**
  - Responsible for the formulation and delivery of coherent and effective communication strategy
  - Responsible for strategic review of communications work on MBDSMP
  - Responsible for signing off on important communication materials, communiques and press releases, as well oversees the communication queue

- **Communications Specialist – Content and Technical, who is typically**
  - Responsible for preparation of content of communications materials
  - Responsible for the setting up and maintenance of various digital communication platforms, including the website and social media channels

- **Communications Specialist – Engagement and Capacity Development, who is typically**
  - Responsible for the organisation and operationalisation of MBDSMP stakeholder and champions communication network (primarily among LGUs)
  - Responsible for identification of capacity development needs and the delivery of relevant capacity development support vis-à-vis local government units, communities, and other key stakeholder groups (as appropriate)

**Spokespersons**

It is also important to identify *primary* and *secondary spokespersons* with substantive knowledge of the MBSDMP as well as the required credibility with various publics.

**Crisis communication team**

Finally, a crisis communication team will need to be set up and protocols develop therefor. The team will be headed by the MBTF Chair (or later the Commissioner of the MBDC), with the Communications Director as a key member. Other members of the team will need to be identified later, based on relevance.

**Monitoring and Evaluation**

Finally, a crisis communication team will need to be set up and protocols develop therefor. The team will be headed by the MBTF Chair (or later the Commissioner of the MBDC), with the Communications Director as a key member. Other members of the team will need to be identified later, based on relevance.