

ACTIVITIES TO SUPPORT CRM

Overview



CRM is implemented in a continuum of inter-related and interlinked activities, some of which do not necessarily directly address but nonetheless contribute significantly to and support the promotion of sustainable use and management of coastal resources. Activities implemented to support CRM include community organizing; information, education and communication (IEC); building partnerships for CRM; and cost-benefit analysis for coastal management activities.

It has been said often enough that CRM is not just about managing coastal resources, but also about managing those elements that directly affect the coastal environment. The most crucial of these elements is the human element. More than anything, it is humans that impact our coastal environment, humans who decide how our coastal resources are going to be utilized, humans who benefit from these resources, and humans who stand to lose if these resources are dissipated. It is for this reason that CRM requires community organizing, IEC, partnerships and financing for coastal management activities to not only increase the stakeholders' and the general public's awareness and understanding of coastal issues but also to equip them with decision-making know-how and tools and thus empower them to actively participate in CRM and seek, identify and apply appropriate solutions to problems related to coastal resource use and management.

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Community Organizing



Community organizing is a process by which a community empowers itself by working to identify its needs and to resolve its problems in a collective manner. This process develops the confidence and capability of community members to organize themselves. By “community” we mean all members of the different sectors with interest in the coastal environment, including subsistence fishers, commercial fishers, farmers, the local government and others such as those in the shipping and tourism industries. Often, however, subsistence-level fishers are the most affected by CRM issues and need the greatest assistance. Generally, therefore, it is the subsistence-level fishers who are the main focus of community organizing efforts.



Community organizing is undertaken to achieve the following:

- ♦ Increase the coastal community’s awareness of the condition of their environment and resources and their collective responsibility to manage the environment at a sustainable level.
- ♦ Develop in people a sense of ownership over the resources, and help the community recognize their part in the problem and take collective responsibility for managing and protecting these resources.
- ♦ Provide opportunities for local participation that involves men and women making decisions and taking action using the CRM process of problem identification, planning, implementation and monitoring.
- ♦ Strengthen the community’s capability to access funds to support viable and sustainable socio-economic projects.
- ♦ Enable the community to form alliances for advocacy and sharing of resources and technologies
- ♦ Build and sustain organizational structures for coastal resource management
- ♦ Provide the social preparation required by other CRM participatory tools



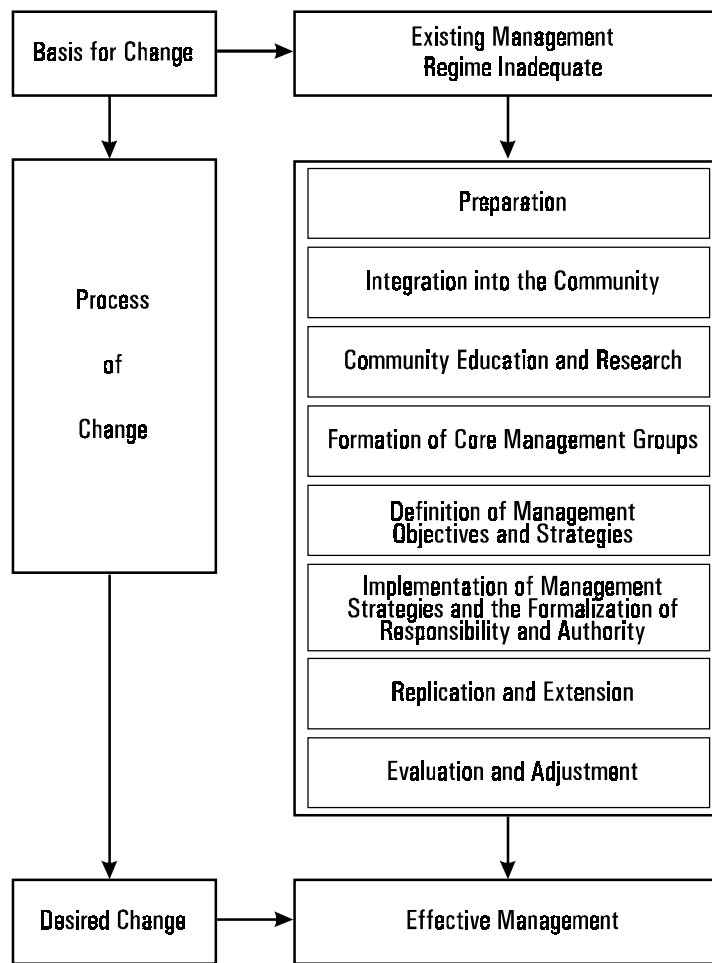
The CRM process is best facilitated through effective community organizing. Though community organizing is primarily the responsibility of the community worker or organizer (CO), it is in the end a collaborative effort among all members of the community. The ultimate aim is to “upskill” and empower the community so that they are able to manage and protect their coastal environment on their own.

As the key player in the community organizing process, the CO serves as a “bridge” between the community and those who want to help that community. He or she should have the following:

- ♦ A clear grasp and understanding of the different theories of development
- ♦ Familiarity with the concept and processes of community organizing
- ♦ Social and community relationship skills
- ♦ In the context of organizing for CRM, the ability to work with other teams of professionals involved in the management of marine and coastal resources.

There are six major stages in the community organizing process. These are:

1. Social Preparation — involves building awareness in the community about the importance of CRM. It includes activities which are undertaken *before* the entry of the CO into the management area:
 - ♦ Training of the community organizer in CRM principles
 - ♦ Establishment of criteria for site selection
 - ♦ Gathering of secondary data
 - ♦ Logistics and administrative preparations
2. Integration — the CO moves into the area and immerses himself or herself in community life in order to gather, from community members themselves, the information he or she needs to organize the community. Activities include:
 - ♦ Courtesy calls on community leaders to seek support for CRM
 - ♦ Data gathering using participatory approaches
 - ♦ Identification of existing and potential leaders
 - ♦ Formation of a CRM core group
 - ♦ Evaluation of the activities of CRM core group.
3. Mobilization — includes:
 - ♦ Community planning and implementation (organizing fishers associations or cooperatives)
 - ♦ Leadership formation training and team building
 - ♦ Cross-visits to successful CRM areas
 - ♦ Economic and livelihood generation projects
 - ♦ Conflict resolution and problem-solving
 - ♦ Skills training and development in CRM
 - ♦ Establishment of resource management structures to serve as a framework for the implementation of the management area
 - ♦ Advocacy and social mobilization to rally support for CRM
 - ♦ Formalizing the CRM organization to pave the way for legislation for CRM
4. Organizational Strengthening — involves:
 - ♦ Training of leaders and trainers in community organizing
 - ♦ Networking and building alliances with other organizations
 - ♦ Strengthening socio-economic services and organizations
5. Evaluation and Monitoring — Evaluation involves the review of past conditions prior to plan implementation, assessment of the current situation during implementation and making recommendations to influence future scenarios based on actual experience and conditions. Monitoring is a surveillance system, used by those responsible for a project, to see that everything goes as nearly as possible according to plan, and that resources are not wasted. Results are used for planning and decision-making.
6. Phase-out/Termination Phase — that stage when the goals set by the community and the CO have been achieved and the CO starts to withdraw from the community. A formal community turn-over may highlight the “phasing out” of the CO from the community.



Framework for Community-Based Marine Resource Management

(Adapted from: Collaborative and Community-Based Management of Coral Reefs Lessons from Experience. A.T. White, L.Z. Hale, Y. Renard, and L. Cortesi (editors). Kumarian Press, Inc. 1994)

ACTIVITIES TO SUPPORT CRM

Information, Education and Communication



Information, Education and Communication – IEC – is a process through which knowledge is imparted to coastal communities to increase their awareness, understanding and appreciation of the coastal environment and its importance. It introduces various ecological concepts and principles as they relate to environmental issues experienced by the community. It enables the community to further explore these issues and take the appropriate action to address them.

IEC is ideally a transformative and normative process, one built around those activities designed to help create an environment conducive to the transformation of social norms, a crucial step to changing individual behavior in favor of the objectives of CRM. It is focused on building a constituency for CRM, a critical mass – 10-30% of the population – that is environmentally literate, imbued with environmental ethics, and prone to environmental advocacy and action.

By its very nature and objectives, the IEC process must be highly participatory, inclusive, and “connective” – it must connect constituents to leaders, constituents to other constituents, and leaders to other leaders, so that they not only share information and knowledge but, more importantly, form a community of shared values, shared responsibilities, and shared actions.



IEC is an important component of CRM and must be a continuing process throughout the program cycle. It promotes the participation of community members by providing them with the information, knowledge and understanding to make sound decisions and formulate effective strategies for CRM. It allows the ventilation of issues and provides concerned citizens the opportunity to advocate policy and structural reforms for CRM to local and national officials and other people in and outside their community. At the early stage of the CRM process, IEC can help build consensus that a set of problems needs special attention and an integrated approach; clarify perspectives and local interests that have to be considered in resolving specific coastal issues; and generate a receptive political and social context for changes in policy. Over the long term, IEC supports the CRM process by:

1. Creating positive change in the values and behavior of individuals and the community, particularly in their perception and relationship toward the natural environment
2. Maintaining behaviors which are “friendly” to the environment
3. Moving the community to actively participate in conservation and resource management and resource management programs
4. Enabling the community to assert their right to use and manage their resources and the benefits that can be derived from these resources.



Four major interlinked approaches may be used to implement IEC. These are:

1. **Social Marketing** – This approach focuses primarily on getting the community and their leaders to buy into the idea of participating in and supporting the CRM process. Using common social marketing tools –special events, advertising, media advocacy, school programs, public relations techniques, celebrity endorsements, etc. – the key strategy is to grab people’s attention first and then deliver a message that will hold their attention, gain their support for CRM, and even move them to action. This is more imperative now than ever, when CRM issues must compete against countless other burning social, economic and even other environmental issues fighting for public notice.
2. **Social and Community Mobilization** – This approach uses public participation techniques to inform and educate the community about CRM and communicate to them its principles and importance. Through participation, people not only learn about CRM but are also exposed to CRM and other environmental issues and get the opportunity to interact with others involved in the process. This way, IEC fosters cooperation among the various coastal stakeholders, a crucial ingredient for success in CRM. Among the public participation vehicles commonly used for IEC purposes are study tours, workshops, public hearings and meetings, advocacy campaigns, committees, community patrols, citizen monitoring/watchdog groups, special projects (mangrove tree planting, cleanups, etc.), and school programs.
3. **Development and Program Support Communication.** This refers to the development, production and dissemination of IEC materials (print, video and other media) for use in the CRM process. Materials commonly produced for CRM purposes are brochures, short publications, audio/visual materials, posters, materials for use by mass media (press, radio, TV), and newsletters. Ideally, the communication is two-way, that is, information is both provided to and by the community. The community should be taught and encouraged to keep a logbook, which can provide chronological records that may be useful for establishing trends, documenting violations of local ordinances, or substantiating advocacy campaign. Other sources of local information for use in the production of IEC materials would be the coastal environmental profile, case studies and process documentation reports.
4. **Institutionalization** – This approach directly addresses the need for ensuring the sustainability of the CRM process. Using the different approaches just described, an IEC program can, in a deliberate manner, push for the adoption by social, economic and political institutions of the principles and systems that will ensure the continuous, long-term implementation of CRM. Through advocacy, for example, IEC can help in the campaign for policy, educational and legal reforms at both the national and local levels to create an environment conducive to CRM. Through public education, it can help catalyze social transformation by establishing a new set of “environment-friendly” values and norms for the most basic and yet most important of all social institutions: the family.

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Building Partnerships



Building partnerships in CRM is a process that seeks to mobilize the resources and energies of various players and sectors toward achieving a common goal of CRM, that is, to empower coastal communities in managing and sustainably developing their resources. The process is integrative and cuts across the different sectors, bringing together various groups with diverse roles to work for a common goal.

A partnership can be forged between two or more parties and, depending on the partnership's basis of unity, could extend membership to other stakeholders.



The process of building partnerships in CRM offers the following benefits:

1. It can create a development environment that is supportive of the principles and processes of CRM. The partnership can be a venue to scale-up programs and push for local policy reform.
2. It fosters dialogue and understanding among various sectors of the community and brings them to a consensus on certain principles, issues and resolutions relating to a particular resource or the coastal environment in general.
3. It builds on the unique strengths of various organizations toward the achievement of a common goal.
4. It mobilizes resources and funding for implementing CRM programs and activities



Partnerships can be built around a single activity or issue or around strategic concerns like managing and developing a whole coastal zone. They can be short-term, or they can be developed and nurtured for a long period of time, for as long as the principles and/or programs that unite the partners hold true. The nature of the partnerships can evolve and change over time. In the Philippines, partnership building is usually initiated by a non-governmental organization or a community-based organization.

The approaches to building partnerships in CRM are as diverse as the development environment in a particular area. They can also be as flexible as the creativity and sensitivity of the people initiating the partnerships would allow. The life that the partnerships will take on will largely depend on the partners themselves.

The basic steps in initiating a partnership are as follows:

1. Identification of key development players or stakeholders in the community. These are persons or institutions whose interests and actions can significantly affect a particular resource. They may include members of the fishing community, local government, national government agencies, business community, academe, religious organizations, and other organizations present in the area.

2. Gathering background information on identified potential partners. A cultural analysis and identification of the interests, agenda, strategies, key persons, strengths and weaknesses of potential partners and their relationship to other players can provide an insight into the dynamics and relationships of these groups.
3. Dialogue with each of the potential partners. This is done to explain the vision, goals, strategies, and processes of the organization undertaking the CRM process. The dialogue is a good opportunity to discuss the prospect of getting other institutions involved in the program and assess how receptive the potential partners are to the proposed program.
4. Initial consultation-workshop with key players. This can be a way to introduce the organizations and their programs and projects in the community and get feedback from the participants about their interest in joining the partnership. A matrix of programs and efforts showing who does what in the area can be developed to help partners identify common programs and projects.
5. Strategic planning workshop. This can start with an environmental scanning or an assessment of the local environment, with the participants themselves identifying and analyzing issues and problems. It is important that participants agree on a common framework or set of principles with which to analyze common issues and eventually agree on the solutions.
6. Establishment of a coordination mechanism. One possible setup is a council where representatives from each partner organization is represented. The council serves as the policy and decision-making body of the partnership. The Fisheries and Aquatic Resources Management Council (FARMC), the creation of which is mandated by the Philippine Fisheries Code of 1998, is a good example of such setup. The FARMC is composed of representatives from the local government unit, non-governmental organization, private sector, the Department of Agriculture, and fishing sector.
7. Commitment-sharing ritual. The consultation workshop can close with a ritual of commitment sharing and signing of memorandum of agreement or terms of reference defining the partnership's basis of unity and the roles and commitment of each partner.

(Adapted from Building Partnerships in CRM, Participatory Methods in Community-based Coastal Resource Management, International Institute of Rural Reconstruction, 1998)

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Investing in CRM



LGUs must allocate a specific and adequate budget to finance CRM. The budget for CRM provides for personnel, capital outlay, maintenance and operations, and projects. The amount of investment by the LGU that is necessary will depend on the area and resources to be managed.



As in any activity, business or operation, investment is required to sustain economic benefits. The same is true for coastal resources.

One way to encourage investment in improved management, protection and support for natural coastal ecosystems is to place economic values on their presence, products and uses. As a society, we tend to value money and we understand costs and benefits in monetary terms. Resource valuation is thus an essential component of sustainable development. To assess options for resource management, the decision maker needs to be provided with complete and accurate information on the potential impacts of these decisions. The traditional approach was to conduct financial and economic cost-benefit analysis of “priced” goods and services. Natural resource inputs were ignored because scarcity was not an issue and because of the difficulty of assigning values to these services and functions.

Resource valuation provides an interface between economics and the physical sciences such as ecology, engineering or agronomy. While the hard sciences provide the physical relationships, economics provides the concepts and methods behind the valuation process. This enables biophysical goods and services to be reduced to a common unit understood by all stakeholders: money.

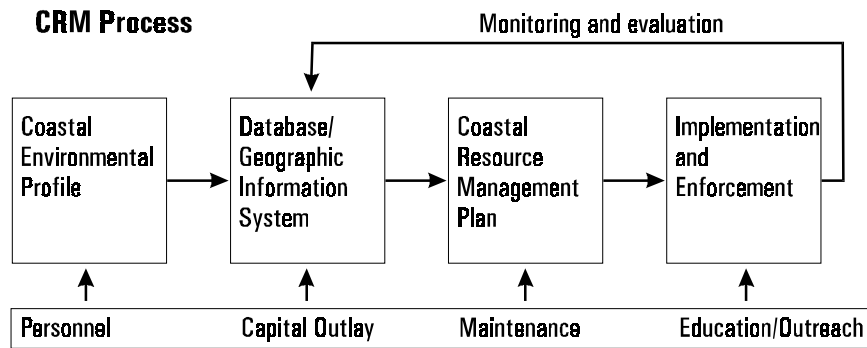
One of the main reasons for valuing benefits of coastal resources is that once we are able to quantify the benefits derived from the resources, we can perform a benefit-cost analysis of the intervention being proposed to manage or protect the resource. Cost:benefit analysis can give valuable insights into the economic efficiency of management and regulatory actions. The more benefit exceed the costs, the better off society is in economic terms as a result of the activity. The tradeoff of protecting and managing coastal resources with the alternative of not managing the resources and allowing them to be destroyed can also be evaluated using cost:benefit analysis.



The question to be answered in drawing up a budget for CRM is what level of investment in management and protection of natural coastal resources is warranted given the value of these resources to local resource users. Indeed, why should we invest in CRM? There are at least three very important reasons for investing in CRM:

- Biodiversity conservation – the Philippines harbors some of the richest tropical marine biodiversity in the world
- Food security – 50% of the Filipino’s dietary comes from the sea; in some rural coastal communities, up to 80% of the animal protein may be supplied by fish caught in municipal waters
- Economic benefits – the Philippines derives estimated annual benefits amounting to more than Php 140 billion from coastal resources.

What is the investment used for?



How much investment is needed?

The estimated budget requirements associated with managing municipal waters is provided by the example of a hypothetical municipality at Php1.36 million per year. With an average length of shoreline of 22 kms, the unitized management costs would be approximately Php63,000 per km of shoreline per year.

Alternatively, assuming that the municipal water boundary of the hypothetical municipality extended the full 15 km distance from the shoreline, the area of municipal waters would be approximately 330 sq km and the management costs could be unitized at Php4,121 per sq km of municipal waters per year as shown in the table below.

Economic basis	Est. Annual Benefits (Php)	Est. Annual Mgt Costs (Php)	MW Area (km ²)	Mgt Cost/km ² MW/year
Municipal (hypothetical)	15.2 million	1.36 million	330	4,121
National (1996)	140.56 billion	2.8 billion	287,521	9,777

Some of the financing mechanisms applicable to CRM are presented in the section on “CRM Implementation and Enforcement – Revenue Generation from Water Use Zones and other Financing Mechanisms for CRM.”

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