COASTAL RESOURCE MANAGEMENT PROJECT

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PROJECT PROFILE

The Coastal Resource Management Project (CRMP) provides technical assistance and training to coastal communities and government in managing coastal resources. CRMP is a 5-year project funded by the United States Agency for International Development (USAID). The Department of Environment and Natural Resources (DENR) is the primary implementing agency in partnership with the Department of Agriculture, Bureau of Fisheries and Aquatic Resources (DA-BFAR); Department of Interior and Local Government (DILG); local government units (LGU); private sector; and non-government organizations (NGO), academe, and other assisting organizations.

PRC Environmental Management, Inc. (PRC) is the prime contractor for management and technical assistance of CRMP. PRC's technical assistance team from the Philippines, Hawaii, Florida, and Washington, D.C. include: Economic Development Foundation; Pacific Rim Innovation and Management Exponents, Inc.; Woodward Clyde-Philippines, Inc.; Global Vision, Inc.; Coastal Ocean Reefs and Island Advisors, Ltd.; Helber Hastert and Fee, Planners, Ltd.; Oceanic Institute, Pacific Management Resources, Inc.; PlanPacific, Inc.; University of Hawaii; and Mote Environmental Services, Inc.

The project headquarters, located in Cebu, Philippines, was established in April 1996 in conjunction with a liaison office in Manila. Field operations are located in the provinces of Palawan, Negros Oriental, Bohol, Cebu, Davao del Sur, and Sarangani. Project staff including technical and administrative support total 25.

CRMP adheres to a new paradigm of technical assistance that puts major emphasis on non-material interventions, strategic expansion, and sustainability.

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PERFORMANCE HIGHLIGHTS

Strategic Objective

Coastal waters along 3,000 km of shoreline managed for sustainable coastal resource use

National Coastal Resource Management Threshold

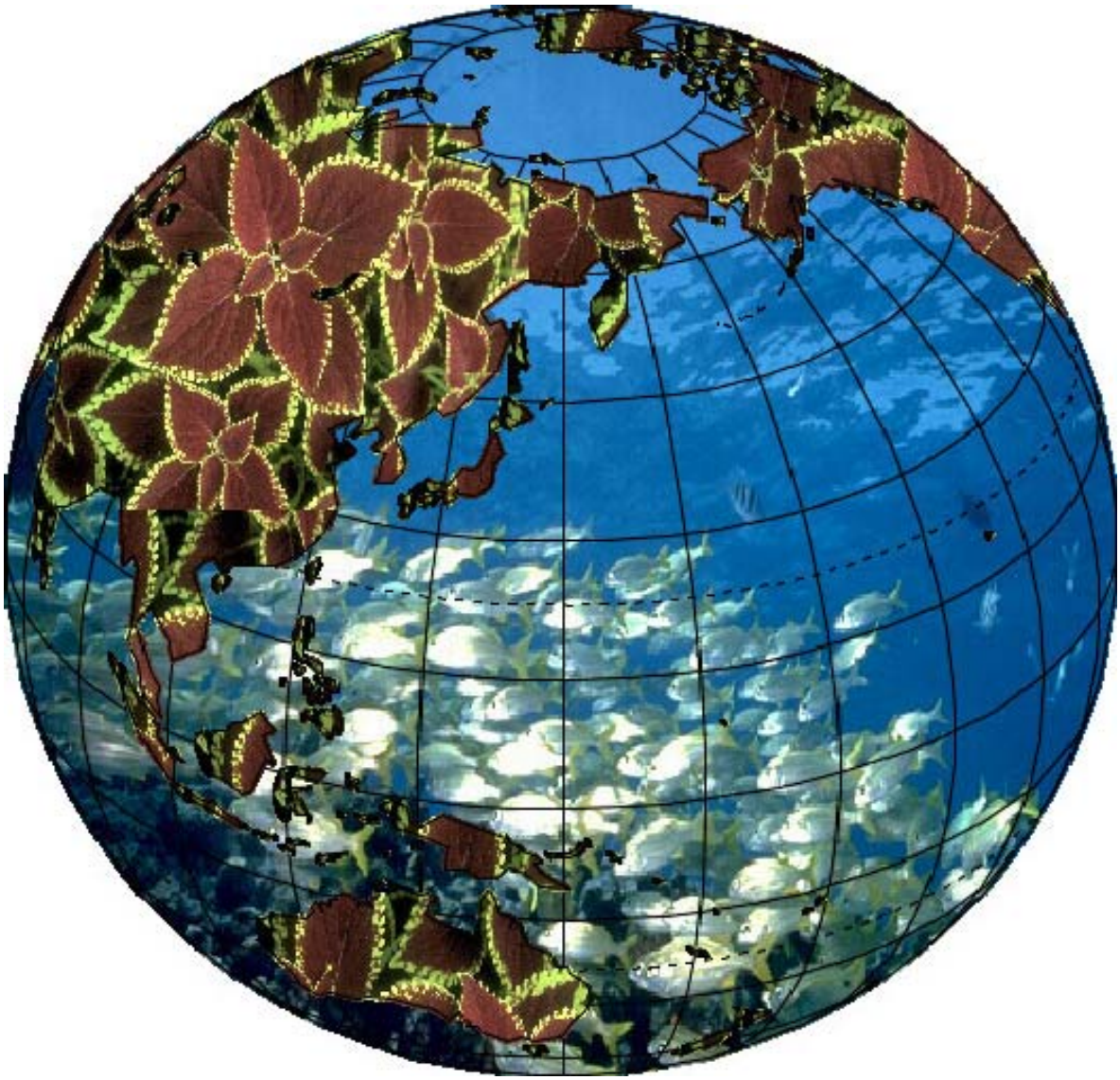
- Jurisdictional guidelines clarifying roles and responsibility for coastal resource management drafted and reviewed by DENR, DA-BFAR, and DILG
- Coalition of 8 media networks form the CRM Media Network serving as an information conduit on CRM issues
- CRMP internship program established to promote field application in coastal resource management for undergraduate and graduate-level students
- Education network initiated with 3 academic institutions involving 13 CRMP interns working in 6 provinces
- CRM Hotline receives and responds to over 50 questions involving jurisdiction over coastal resources
- International media attention focus on CRM issues in the Philippines in U.S. News and World Report and at the International Environmental Journalism Conference

Local Coastal Resource Management Threshold

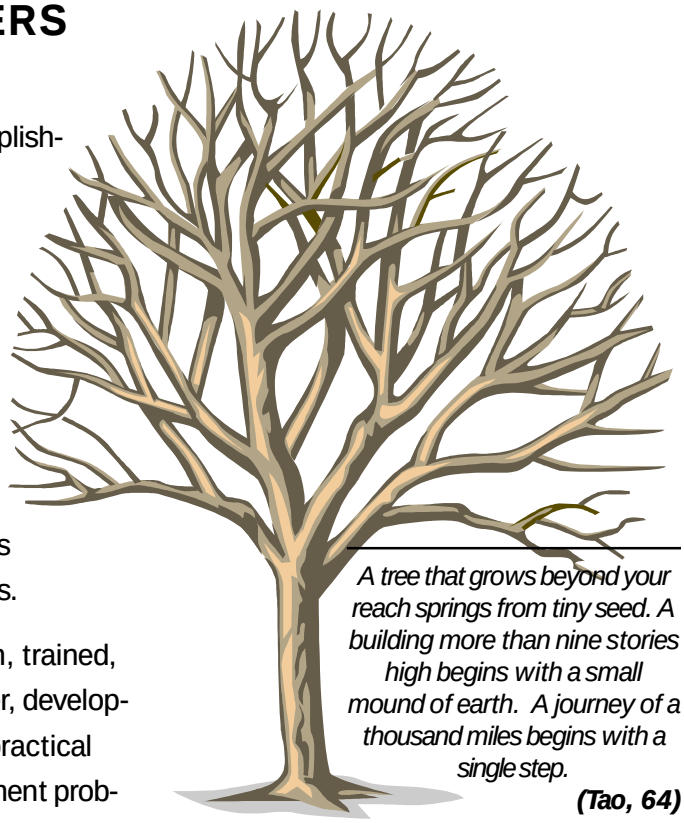
- 35 local government units sign memorandum of agreements committing resources and budget to coastal resource management
- 3 training courses developed and conducted: Participatory Coastal Resource Assessment, Integrated Coastal Management, and Leadership
- 426 site-level workers received training in coastal resource management
- 35 local government units planning and budgeting for coastal resource management in six provinces
- Draft coastal area profiles completed for six learning areas
- Enterprise development strategy and implementation plan developed for coastal communities
- Local legislation enacted by 12 local government units that limit access to coastal resources
- 2,345 coastal stakeholders participating in organized CRM activities in 6 provinces

To Our Partners

" A journey of a thousand miles begins with a single step." – Tao, 64



TO OUR PARTNERS



A tree that grows beyond your reach springs from tiny seed. A building more than nine stories high begins with a small mound of earth. A journey of a thousand miles begins with a single step.

(Tao, 64)

We are pleased to report our accomplishments for 1996 including the first quarter of 1997. Many times during the last year, our journey toward *coastal waters along 3,000 km of shoreline managed for sustainable coastal resource use* has seemed overwhelming. We have learned many things and grown to understand the constraints and opportunities of our jobs. We have taken many steps.

In our first year, we have worked on, trained, and toiled over difficult issues together, developing and implementing strategies and practical solutions to coastal resource management problems that are integrated, strategic, and sustainable. We have made significant accomplishments at both national and local implementation levels; however, we still have a long way to go. We can take pride in all the single steps we have taken on this first year of our journey. As we continue to actively listen to our partners, we are beginning to hear the sounds of other footsteps marching beside us to the same tune.

A PARADIGM SHIFT IN TECHNICAL ASSISTANCE

Perhaps the name, Coastal Resource Management Project, has a familiar ring that elicits comparisons to other projects involving coastal resources and fisheries. These perceived similarities, however, are limited in nature. CRMP has been designed to combine the best elements of other programs into an approach that is focused on one strategic objective*: coastal waters along 3,000 km of shoreline managed for sustainable coastal resource use*. We are operationalizing a hybrid strategy that takes a business approach to coastal resource management, encouraging and promoting active participation only if it leads to sound decision-making and action. Our partners represent a broad cross section of coastal resource stakeholders, that includes fisherfolk, community leaders, local government units (LGU), non-

government organizations (NGO), people's organizations (PO), academe, private sector, national government agencies, and youth to increase the capacity to sustain coastal resource management.

CRMP's approach is built on an underlying assumption that coastal communities in the Philippines are ready for change. We are making use of the extensive existing scientific data as the basis for providing technical assistance on sound CRM practices. We are focusing on essential information to make informed decisions and to identify common sense solutions. We no longer need years of community preparation and organization in order to implement CRM activities. The coastal communities of the Philippines are ready for change, and many are already working to effect that change. We are promoting and fostering existing and new leaders to accelerate the change in direction onto a path of sustainable coastal resource use.

We have been called a "tough-love aid program" (U.S. News and World Report, 1996). Indeed, the changes we hope to achieve together will be painful, sometimes the medicine bitter; however, this change must be made out of love for the next generation, our children and theirs. If not, won't they ask us, why did you let this happen?

Hosing down. *An air tank allows a Philippine fisherman to stay under for hours, collecting reef fish by stunning them down with cyanide.*

Rod? Reel? Dynamite?

A tough-love aid program takes aim at the devastation of the coral reefs

U.S. NEWS & WORLD REPORT, NOVEMBER 25, 1996

FUTURE OUTLOOK

We are on the move. We have begun to expand our area of operation beyond the initial coastal municipalities to other municipalities within six provinces. We look to accelerate this expansion with our partners in the lead, sharing experiences, catalyzing local action, and spreading successes with neighbouring municipalities and provinces.

In 1997, our enterprise development strategy for coastal communities will be refined and implemented throughout the area of operation. Jurisdictional and operational guidelines for implementing coastal resource management will be completed for widespread application to

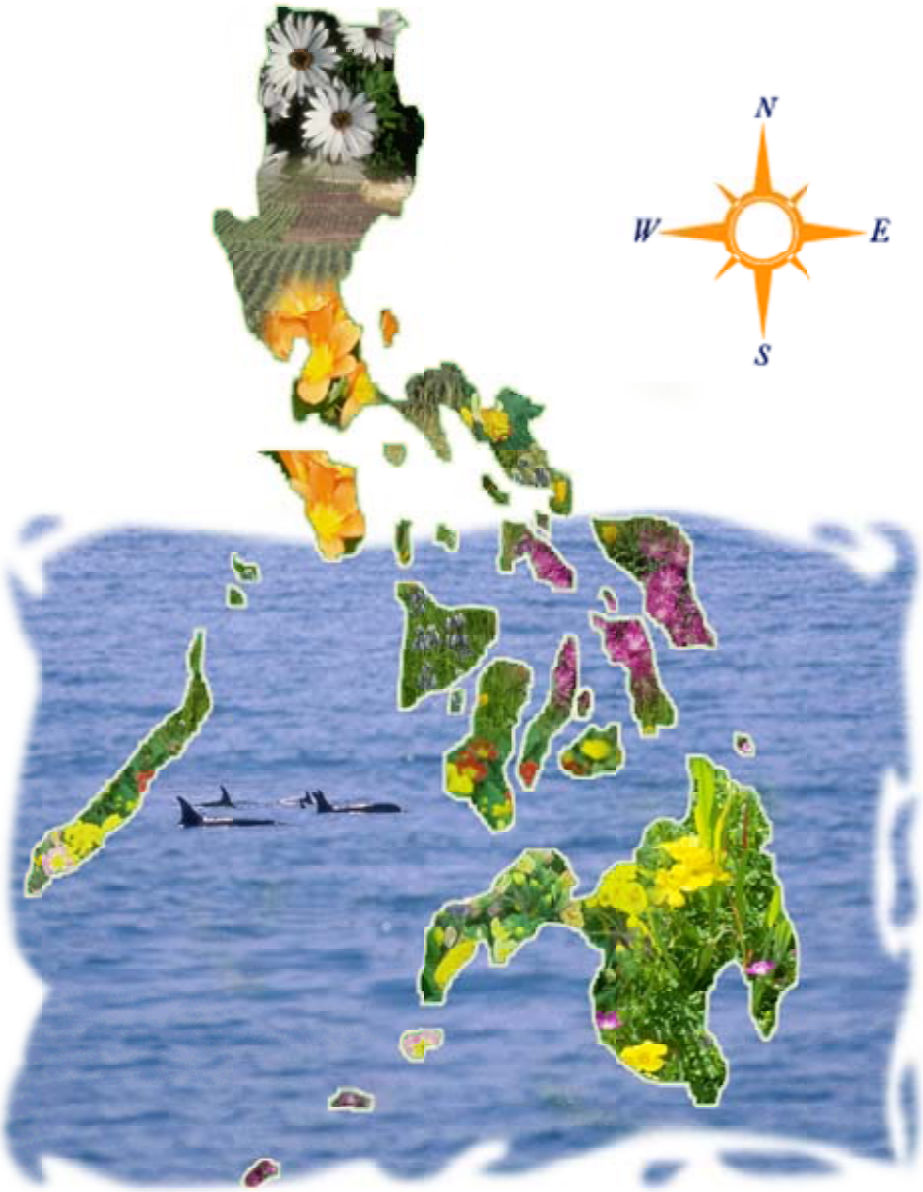
815 coastal municipalities in the Philippines. These guidelines will facilitate implementation of coastal resource management through the clarification of roles and responsibilities and practical procedures to assist LGUs establish sustainable CRM programs. Policy and operational issues related to mangrove reversion and management will be tackled starting initially in Northwest Bohol.

By the end of 1997, we hope to be sorting through a pile of success stories in celebration of the Year of the Ocean in 1998. We thank all our partners for the hard work, the patience, and the perseverance toward our strategic objective. We look forward to a continuing and productive working relationship. More Power!

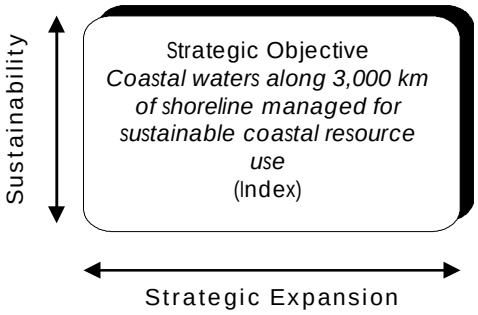
Catherine A. Courtney, Ph.D.
Chief of Party

Strategic Objective

Coastal waters along 3,000 km of shoreline managed for sustainable coastal resource use



STRATEGIC OBJECTIVE



Integrated Approach

Over half of all Filipinos live in coastal areas and more than 50 percent of the animal protein consumed by the average Filipino comes from fish captured along 18,000 km of coastline. CRMP is tasked to assist coastal communities implement coastal resource management along 3,000 km of shoreline or 17 percent of the total coastline in the Philippines.

To achieve this strategic objective, CRMP has implemented an integrated approach focused on strategic expansion and sustainability to achieve a threshold of CRM activities at both national and local implementation levels. CRMP's policy component targets a national impact. Local implementation activities target municipalities as the basic building block of CRM sustainability where municipal models and lessons in coastal resource management are developed for export to other municipalities. Sustainability of the project's activities target building constituency groups to serve as nodes to expand and sustain CRM implementation by increasing the participation and capacity of a broad cross section of the coastal community.

CRMP's Performance Monitoring System

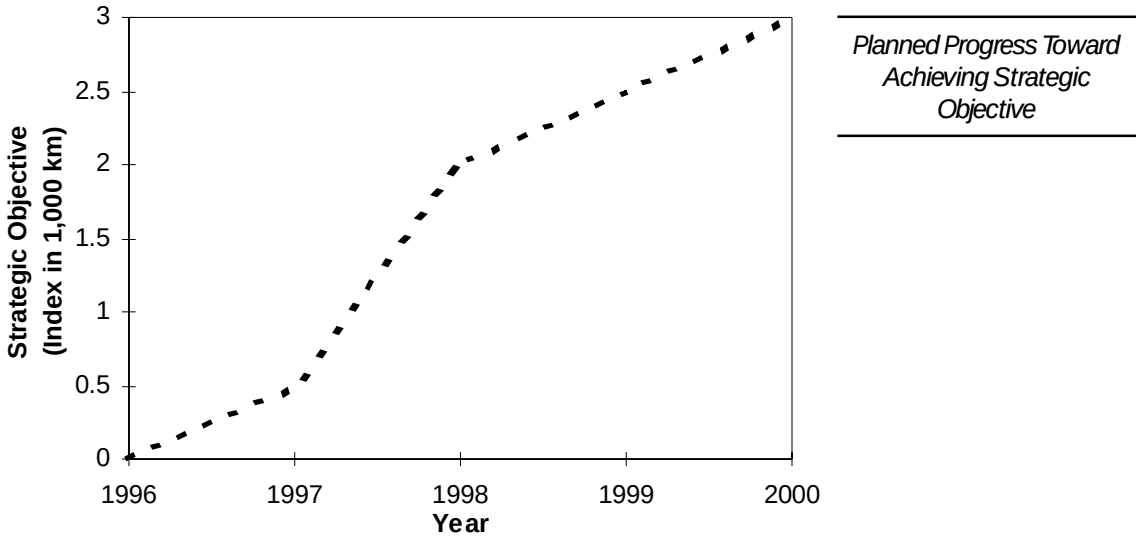
The measure of CRMP's progress toward achieving the strategic objective is an index that incorporates measures of strategic expansion and sustainability at both national and local implementation levels. This index is currently under development as part of the project's performance monitoring system.

Different types of indicators are used to measure the success of CRMP's activities. These perfor-

mance measures are used to derive indices to characterize progress toward achieving both national and local CRM thresholds. The index for measuring progress toward the strategic objective will be derived by combining the national and local indices and form a basis for USAID's collaboration on common indicators.

Over the last year, the list of performance measures (indicators) for the project has undergone extensive review by CRMP, USAID, DENR, and DA-BFAR. Agreement on the indicators will now facilitate the development of the indices that will incorporate weighting factors based on the relative importance of specific milestones as well as the project's assigned distribution of support to the local level (75 percent) and the national level (25 percent).

It is noteworthy that many of CRMP's individual performance measures are partially dependent on the performance of our partners and to a certain extent are outside the control of the CRMP technical assistance team. In other words, CRMP is not expected to achieve the strategic objective alone without the support and subsequent performance of our partners in local government units and national government agencies. In addition, CRMP is actively soliciting donor collaboration in coastal resource management and thus define a common objective from which to allocate resources and effort.



PERFORMANCE MEASURES FOR DERIVING THE NATIONAL CRM THRESHOLD INDEX

Critical Policy Change/Result Needed	Unit of Measure
JURISDICTIONAL ISSUES MANAGEMENT: National and local jurisdictional issues resolved	♦ Cumulative increase in national budget allocated for CRM ♦ National and local government acceptance of CRM jurisdictional and operational guidelines
BIODIVERSITY CONSERVATION: Protection and management of rich biodiverse coastal areas of economic significance enhanced	♦ No. of CRM plans which protect exceptional habitat essential for maintenance of tourism and biodiversity ♦ No. of marine protected area plans implemented
MANGROVE MANAGEMENT: Mangrove area reverted from non-forest use to forest use by government agencies	♦ Mangrove area (ha) reverted
Mangrove areas are mapped and portions used for illegal and/or non-functional fishponds or for other non-forest purposes are identified and classified	♦ *Percent of mangrove areas in Northwest Bohol mapped and classified*
Administrative procedures for mangrove area recovery are developed and implemented by DENR and BFAR	♦ *Administrative procedures for mangrove area recovery from fishponds approved by DENR and BFAR* ♦ *Administrative procedures for recovery of mangrove forest land used illegally for other purposes approved by DENR*
Policy on municipal level issuance of Mangrove Stewardship Agreements established and implemented	♦ DENR policy and guidelines revised for local issuance of Mangrove Stewardship Agreements
FISHERIES MANAGEMENT: Commercial fishing effort reduced to level required for sustainable harvests	♦ Commercial fishing reduced in municipal waters
Cooperative management of migratory fish stocks by national and local governments	♦ No. of CRM plans and activities which address issues of migratory stocks

Note: Indicators in *italics* are still under discussion; indicators used to derive index may change

PERFORMANCE MEASURES FOR DERIVING LOCAL CRM THRESHOLD INDEX

Critical Change/Result Needed	Unit of Measure
CRM PREPARATION AND PLANNING: Development of site-specific system for sustainable coastal resource use initialized	♦ No. of coastal area profiles developed ♦ No. of CRM plans developed
LGUs agree to provide active support to coastal resource dependent communities	♦ No. of MOAs signed with LGUs and the project regarding CRM ♦ No. of LGUs that have drafted coastal resource that limit resource access and harvest
Site level workers and community leaders are trained to assist coastal communities and their local governments develop management systems for sustainable resource use	♦ No. of trained graduates (11-day) ♦ No. of trained graduates (1 to 3-day) ♦ *No. of site workers who came from the site itself for training* ♦ *Percent of site workers trained actively used that training in the past 12 months*
Barangay plans developed using participatory processes and are incorporated into municipal development plans	♦ No. of municipalities that regularly incorporate barangay plans with CRM elements into municipal plans ♦ *Established participatory process regularly held or used* ♦ *Percent of fisherfolks knowledgeable and using participatory mechanism in their barangay planning*
CRM IMPLEMENTATION: Multi-municipal CRM plans developed and endorsed	♦ Agreement on CRM plans ♦ No. of LGUs enacting CRM ordinances
Effective enforcement of municipal ordinances that regulate coastal resource use by fishing communities with support from their LGU	♦ No. of apprehensions ♦ *Percent of fisherfolks who know municipal rules/ordinances* ♦ *Percent of fisherfolks who support policy/ordinance enforcement*
Local government commitment to community-based CRM for sustainable resource use is maintained	♦ No. of Area Management groups established and maintained ♦ *Percent of budget allocated for CRM by LGUs (sustained annual budget for CRM)*
ENVIRONMENTAL, SOCIAL, BEHAVIORAL AND ECONOMIC IMPACTS: Biologically diverse habitat under improved management (coral reefs, mangrove, seagrass)	♦ Area (ha) of coral reefs, seagrass and mangrove habitats under improved management

Note: Indicators in *italics* are still under discussion; indicators used to derive index may change

Strategic Expansion

Achieving a threshold of coastal resource management in the Philippines

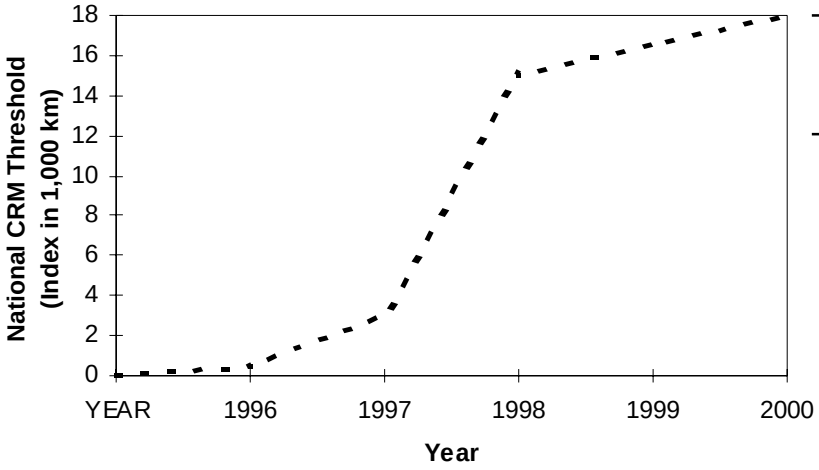
STRATEGIC EXPANSION

A fundamental mandate of CRMP is the strategic expansion of the project's activities to achieve a threshold of coastal resource management in the Philippines. This threshold is composed of both national and local implementation activities that become mutually reinforcing and thus sustainable beyond the life of the project.

NATIONAL COASTAL RESOURCE MANAGEMENT THRESHOLD

The national threshold of coastal resource management defines those issues or problem areas requiring a strategic nationwide solution and application. CRMP is assisting national government agencies find practical solutions to a number of key problem areas to achieve a national CRM threshold. These national policy areas are: jurisdictional issues management, mangrove management, fisheries management, biodiversity conservation, coastal resource valuation, and coastal law enforcement. CRMP is catalyzing coastal resource issues to the top of the Philippine national environment agenda through the establishment of media and education networks. In addition, CRMP is working toward enhanced collaboration with other donor agencies in coastal resource management as another strategic expansion mechanism.

Progress toward achieving the national CRM threshold will be expressed as an index derived from measurements of performance indicators. Approximately 25 percent of



Planned Progress Toward Achieving National CRM Threshold of 18,000 km

CRMP's technical assistance is focused on achieving the national CRM threshold. Through the development and distribution of guidelines that clarify jurisdictional and operational issues in coastal resource management and other policy areas, CRMP is targeting a national impact of 18,000 km or all 815 coastal municipalities in the Philippines. This national impact will be facilitated through national communication campaigns and short courses developed for implementation by national government agencies.

JURISDICTIONAL ISSUES MANAGEMENT

The responsibility for managing municipal waters was devolved to LGUs under the Local Government Code of 1991. With that devolution, jurisdictional issues over coastal resources has raised obstacles to operationalizing sound CRM practices. CRMP is working with national government agencies and LGUs on the identification and resolution of these issues.

The CRM Hotline was launched in October 1996 as a mechanism to solicit real life jurisdictional and operational questions from regional areas of the Philippines.

COMPOSITION OF CRM POLICY TECHNICAL WORKING GROUP

DENR-Coastal Environment Program
DENR-Protected Areas and Wildlife Bureau
DENR-Environmental Management Bureau
DENR-Forest Management Bureau
DENR-Legal Affairs
DENR-Policy and Planning
DENR-Foreign-Assisted and Special Projects Office
DA-BFAR
Department of Interior and Local Government
Silliman University
National Coalition of Fisherfolk for Aquatic Reform
Asian Institute of Journalism and Communication

CRM HOTLINE

BULLETIN NO. 1

a quick response to coastal resource management issues

The CRM Hotline was initiated by the Coastal Resource Management Project to solicit questions related to CRM and to provide clear and consistent answers to these questions.

Q Does a municipal ordinance banning the use of certain fishing gears within the municipal waters need approval from the national agencies for the ordinance to be effective?

A No. The municipality/city may institute ordinances banning the use of certain fishing gears without approval from the national agencies. Sections 48 to 59 of RA 7160 enumerates the step-by-step procedure in local law making vested to the Mayor and the SB and the manner of approving and validating local legislation by the Sangguniang Panlalawigan (SP) pursuant to Sections 54 and 56, respectively. While Section 534 (c) expressly repeals only Sections 2, 16 and 29 of PD 704 and not Section 4, which provides for Department approval before any ordinance is passed, Section 534 (f) of the LGC states that "all general special laws, acts, city charters, decrees, executive orders, proclamations and administrative regulations, or part or parts thereof which are inconsistent with any of the provisions of this Code are hereby repealed or modified accordingly". This provision thus renders Section 4 of PD 704 irrelevant.

CRM Hotline Example Q & A

The first CRM Policy Forum was convened in December 1996 to prioritize these issues and begin developing consistent responses by key national agencies responsible for coastal resource management. The CRM Policy Technical Working Group was established to develop responses and solutions to these issues. The first draft of the *CRM Jurisdictional and Legal Guidelines for Coastal Resource Management* was completed and reviewed by the CRM Policy Technical Working Group. The final guidelines is expected to be completed in June 1997.

KEY ACCOMPLISHMENTS IN JURISDICTIONAL ISSUES MANAGEMENT

Performance Indicator: National and local jurisdictional issues resolved

Unit of Measure: National and local acceptance of jurisdictional guidelines (Percent complete)

	Year	Planned	Actual
Baseline: 0%	1996	0	20
(1st Quarter)	1997	60	40
	1998	80	
Target 100%	1999	100	

Milestones:

- ☑ CRM Hotline initiated and identified jurisdictional issues from coastal municipalities
- ☑ CRM Policy Forum conducted to prioritize jurisdictional issues
- ☑ CRM Policy Technical Working Group convened and formalized
- ☑ Jurisdictional guidelines drafted
- ☑ Jurisdictional guidelines reviewed by DENR, DA/BFAR, and DILG
- ☐ Jurisdictional guidelines field tested in selected learning areas
- ☐ Jurisdictional guidelines accepted and signed by government agencies
- ☐ Mini-training courses conducted on jurisdictional guidelines
- ☐ Barangay version of jurisdictional guidelines developed in Tagalog and dialects
- ☐ IEC campaign in conjunction with nationwide guideline promotion and distribution

BIODIVERSITY CONSERVATION

Several coastal areas of the Philippines are marked with the distinction of containing the richest biodiversity of marine organisms in the ASEAN region and the world. The Sulu Sea is a region ranked by the World Wildlife Fund as one of several marine biodiversity conservation areas in the world (personal communication, B. Bunting). While calculating the economic value of biodiversity in the ecological sense eludes resource economists, the value of these areas for tourism development and fisheries is

KEY ACCOMPLISHMENTS IN BIODIVERSITY CONSERVATION

Results Statement: Protection and management of rich biodiverse coastal areas of economic significance enhanced

Unit of Measure: No. of CRM plans which protect exceptional habitat essential for maintenance of tourism development and biodiversity

	Year	Planned	Actual
Baseline: 0	1996	0	0
(1st Quarter)	1997	1	1
	1998	0	
	1999	0	
Target: 3	2000	2	

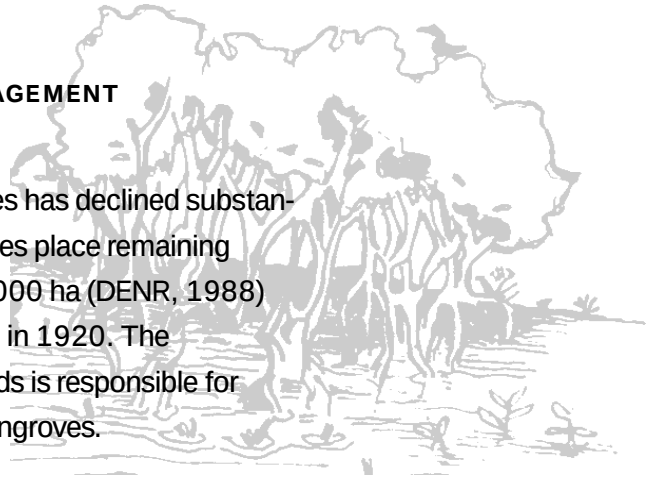
Milestones:

- ☑ Assessment of Tubbataha coral reefs
- ☑ Consultative meetings with national government agencies and community members
- ☑ Tubbataha Reef Management Plan completed
- ☐ Sulu Sea Initiative initiated through technical assistance in collaboration with CIDA for Tawi-Tawi
- ☐ Identification of special biodiversity conservation areas and projects
- ☐ Facilitate CRM planning and implementation in biodiversity conservation areas

presently being calculated.

Tubbataha Reef, in the center of the Sulu Sea, within the municipal waters of Cagayancillio, Palawan is one of the richest coral reef ecosystems in the Philippines. It was declared a National Marine Park in 1988 and a World Heritage Site in 1994. CRMP has facilitated the completion of a sustainable CRM plan for Tubbataha Reef. Although our support has been small, compared to the long history and enormous effort of many individuals, agencies, and organizations over the last 15 years, CRMP is proud to have served a role in facilitating this very important management area. CRMP plans to strategically expand the project's effort to other such areas in the Sulu Sea.

MANGROVE MANAGEMENT



Mangrove forest cover in the Philippines has declined substantially during this century. Recent estimates place remaining mangrove forest cover at less than 150,000 ha (DENR, 1988) or one third of the forest cover estimated in 1920. The conversion of mangrove areas to fishponds is responsible for the major decline in natural stands of mangroves.

CRMP is tasked to assist NGAs and LGUs improve management of mangrove forests and revert 16,000 ha of non-forest use areas to mangrove forest use.

Over the first year, CRMP has conducted a review of secondary data and information on the current mangrove issues and summarized the current status of mangrove resource issues in the Philippines (Mangrove Resource Decline in the Philippines: Government and Community Work for New Solutions, CRMP Doc. No. 4/1996). A work plan detailing the mangrove management strategy for the project has been initiated. A detailed strategy will be incorporated in the project's 2nd Annual Work Plan. CRMP is pursuing collaboration with the ongoing activities of DENR's Forest Management Bureau to focus our area of operation in the same geographic area. In addition, we are exploring collaboration with Manila Observatory for potential application of upland-tested community mapping techniques to mangrove forest areas.

Fisheries Management

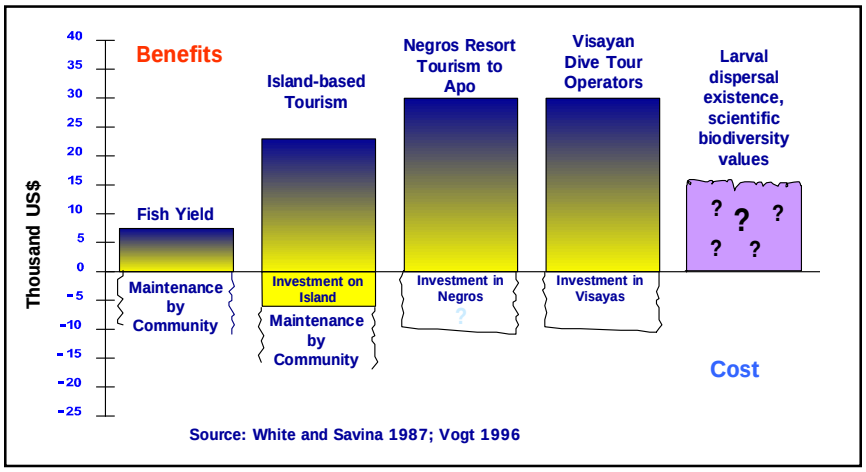
Reducing capture fishing pressure in coastal waters is a primary target of CRMP. Overfishing of demersal and small pelagic fish in the Philippines has been economically equated to the loss of $100 million per year (ICLARM, 1988).

This pressure is composed of municipal and commercial fishing effort. During consultative meetings with coastal communities, commercial fishing in municipal waters is frequently raised as a major concern of marginal and municipal fishers. LGU jurisdiction over municipal waters (within 15 km of the shoreline) raises issues over the allowance of commercial fishing vessels (over 3 gross tons) within these boundaries.

CRMP is assisting coastal communities identify management strategies for municipal waters. Some provinces and municipalities in CRMP's area of operation have enacted ordinances banning commercial fishing within 15 km of the shoreline.

Coastal Resource Valuation

Resource valuation is the monetization of use and non-use values of coastal resources. Resource valuation reduces elements of the complex coastal environment to a single parameter, money. The primary objective of the valuation work is to enhance the policy environ-



Annual Economic Benefits/Costs from one Marine Reserve (Apo Island) to all Stakeholders

ment for coastal resource management by increasing the awareness of all resource stakeholders of the use and non-use values of coastal resources in order to assess the potential costs and benefits of alternative management strategies. CRMP has compiled and evaluated preliminary information on coastal resource valuation, which was presented in our publication, *Tambuli.*

CRMP has identifed a marine resource economist for this task who has been begun to develop an information sheet that summarizes existing work on coastal resource valuation. CRMP is coordinating with another USAID project, Environment and Natural Resource Accounting Project (ENRAP), to ensure that activities are complementary and build on the existing and substantial data and analysis conducted by ENRAP. This work will result in an educational booklet on coastal resource valuation.

SOCIAL AGENDA SETTING

Environmentalism has been an integral part of the Philippine social agenda for more than a decade. However, public opinion has focused more on forestry and more recently on industrial pollution issues. Many, in fact, associate environmentalism with these two concerns alone.

CRMP believes that coastal resource management should be given higher priority than it currently receives in the areas of legislation and policy, information and education, and environmental advocacy. Coastal resource management is strategic to the Philippines in the national as well as geopolitical sense because it links environmental, food security, and biodiversity concerns together.

KEY ACCOMPLISHMENTS IN SOCIAL AGENDA SETTING

Process Indicators: Environmental, social, behavioral, and economic impacts: setting CRM concerns as part of the national priority social agenda

Unit of Measure: Percent of media coverage of coastal resource management and related issues compared to media coverage of other environmental sectors

	Year	Planned	Actual
Baseline: 5%	1996	5 %	10 %
	1997	20 %	--
	1998	30 %	
	1999	50 %	
Target: 70%	2000	70 %	

Milestones :

- ☑ CRM Media Network established
- ☑ CRM issues covered in three-part series
- ☑ International media attention on CRM issues in the Philippines in U.S. News and World Report article.
- ☐ CRM issues covered by five major television channels
- ☐ CRM covered by CNN
- ☐ Content analysis study of CRM media coverage conducted

Note: Estimated baseline and actual percentages pending conduct of media content analysis

As part of our efforts to achieve a national CRM threshold, CRMP intends to bring CRM issues to the top of the Philippine social agenda. This can be accomplished through partnership with national media and current initiatives to institutionalize environmental education in the country. In the past year, the CRM Media Network was formed and is active. In the succeeding months, a CRM Education Network will be established involving formal and non-formal education institutions and donor coordination. These networks will serve as the information engines to empower advocacy and constituency groups in social agenda setting.

DONOR COORDINATION

One of CRMP's strategic expansion mechanisms is donor coordination. In connection with the gradual shift in environmental awareness from forestry issues to industrial and now CRM issues, donor agencies are increasing funding to coastal areas of the Philippines. This increased funding brings opportunities for collaboration and coordination between donor agencies towards a common objective of sustainable coastal resource management. CRMP is interested in identifying complementary and collaborative efforts with other donor agencies.

KEY ACCOMPLISHMENTS IN DONOR COORDINATION

Results Statement: Other donors provide the majority of outside support for 50% of the target shoreline municipalities

Unit of Measure: Kilometers of shoreline

	Year	Planned	Actual
Baseline: 0 km	1996	0	0
(1st Quarter)	1997	200	--
	1998	300	
	1999	500	
Target: 1,500 km	2000	500	

Milestones:

- ☑ Synergy workshop conducted with other USAID funded projects
- ☑ Universe of donors interested in CRM identified and prioritized
- ☑ Meetings initiated with selected donors (ADB, CIDA)
- ☑ Collaboration with Rockfeller Brothers Fund/PCAMRD/Haribon on National Course on Integrated Coastal Management formalized in MOA for one training
- ☐ Collaboration with CIDA formalized in MOA for expansion to Tawi-Tawi and other provinces (200+ km)
- ☐ Collaboration with ADB formalized in a MOA for expansion to Fishery Sector Program II priority bays (1,500+ km)
- ☐ Implementation of donor coordination MOAs

Unit of Measure: Value of collaboration in CRM through donor coordination (US$)

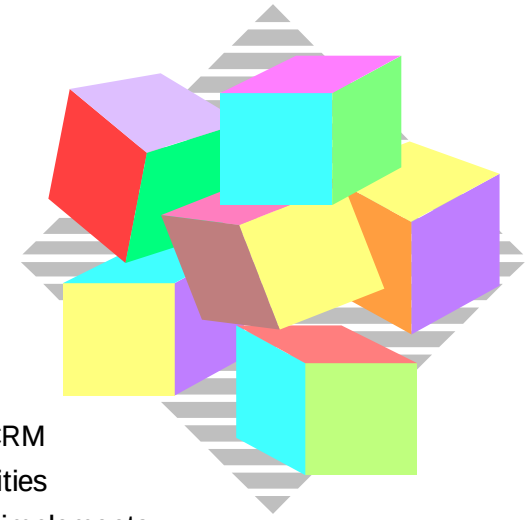
	Year	Planned	Actual
Baseline: $0	1996	0	50,000
(1st Quarter)	1997	510,000	10,000
	1998	1,500,000	
	1999	2,000,000	
Target: $5,000,000	2000	1,000,000	

Milestones:

- ☑ Collaboration with Rockefeller Brothers Fund/PCAMRD/Haribon for one National Course on Integrated Coastal Management Training
- ☑ Collaboration with Haribon in Bohol
- ☐ Collaboration with CIDA
- ☐ Collaboration with ADB

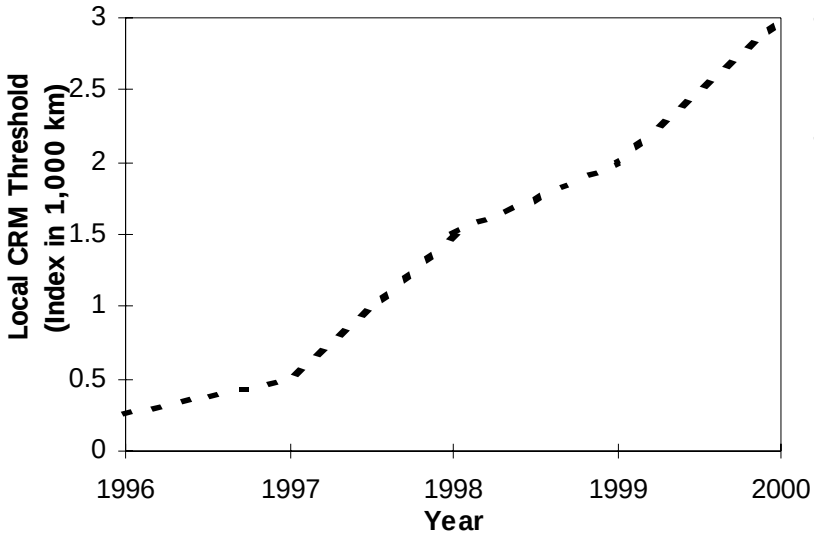
Key opportunities for donor coordination in coastal resource management lie with the Asian Development Bank (ADB) Forestry and Fishery Sector Programs; Canadian International Development Assistance (CIDA) Program for coastal areas in Mindanao and the Sulu Sea; the European Union's Small Islands Agricultural Support Services Project (SMISLE); and several projects supported by the World Wildlife Fund, UNESCO, Japan Embassy, and others in the Sulu Sea and Palawan area. CRMP has conducted initial meetings with these programs in addition to exploring CRM education opportunities with the ADB Secondary Education Development Project II and the ADB Mindanao Education Project.

LOCAL CRM THRESHOLD



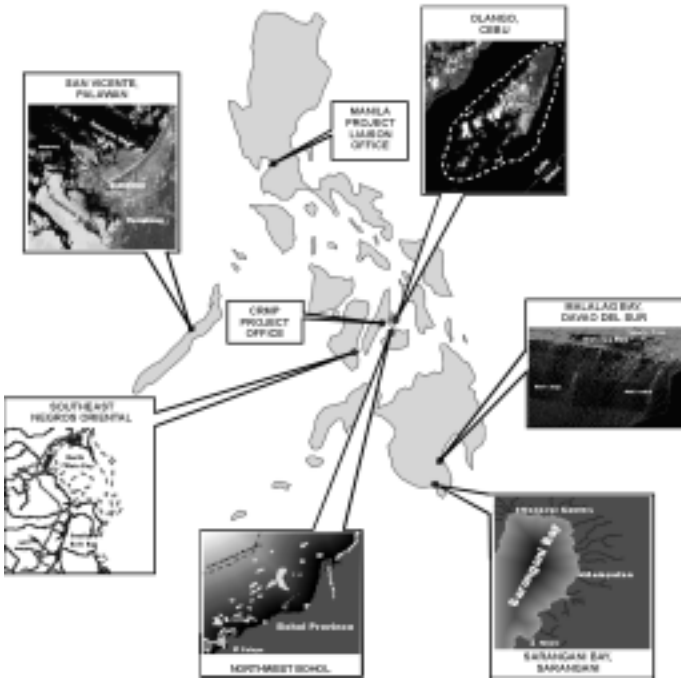
The local threshold of coastal resource management defines those activities requiring technical assistance for CRM implementation at the operations level to a cross section of the coastal community including local government units, community leaders, assisting organizations, academe, private sector, and youth. CRMP views the municipality as the basic building block for CRM sustainability. CRMP is assisting coastal communities institutionalize the CRM process of planning and implementation.

CRMP's accomplishments toward achieving a local CRM threshold will be measured as an index that is derived from performance indicators that measure process and impact achievements at the local level. This index is currently under development.



Planned Progress Toward Achieving Local CRM Threshold of 3,000 km

Area of Operation and Technical Assistance Levels



During the first year, CRMP focused on establishing solid working relationships with coastal communities in the six learning areas. The commitment to this relationship between CRMP and LGUs was formalized in MOA spelling out the technical assistance support provided by CRMP and the funding and human resource support provided by the LGU. The level of technical assistance (Level 1 TA) provided to these coastal communities consists of CRM training; planning and implementation experience; and information dissemination. The learning area of operation comprises approximately 560 km of shoreline.

A MOA for expansion areas was developed that maintains the same commitment of resources by the LGU but limits CRMP's technical assistance initially to information dissemination (Level 2 TA). After a trial period and monitoring activities in these areas, CRMP will provide limited and strategic technical assistance in training, and CRM planning and implementation to LGUs that have demonstrated their commitment to CRM activities. Two expansion area MOAs have been signed and an additional two are in preparation. The planned expansion area of operation comprises approximately 2,400 km of shoreline.

A third level of technical assistance (Level 3 TA) will be developed based on collaborative agreements with other donor agencies for expansion of CRM within their areas of operation. This potential expansion area of operation comprises approximately 1,800 km of shoreline but could be substantially greater depending on the degree of collaboration with other donors.

The planned total area of operation for CRMP will hence be expanded to cover over 3,000 km of shoreline.

AREA OF OPERATION					
Learning Area Provinces (Level 1 TA)	Learning Area Municipalities (Level 1 TA)	Learning Area Shoreline (km)	Planned and Existing Expansion Area Municipalities (Level 2 TA)	Expansion Area Shoreline (km)	Total Shoreline (km)
Cebu	Cordova, Lapu Lapu	55	none	0	55
Negros Oriental	Manjuyod, Bais, Tanjay, Amlan, San Jose, Sibulan, Dumaguete, Bacong, Dauin	100	Remaining municipalities	193	293
Bohol	Buenavista, Inabanga, Clarin, Tubigon, Calape	60	Dimiao, Loon Getafe, Panglao Additional municipalities	240	400
Davao del Sur	Hagonoy, Padada Sulop, Malalag, Sta. Maria	25	Digos Remaining municipalities (ADB)	293	318
Sarangani/South Cotabato	Glan, Malapatan Alabel, Gen. Santos, Maasim, Kiamba Maitum	190	none	0	190
Palawan	San Vicente	130	Cagayancillo Remaining municipalities	1,590	1,720
SUBTOTAL		560		2,316	2,876
Potential Expansion Area Provinces (Level 3 TA)			Expansion Area Municipalities	Expansion Area (Level 3 TA)	Shoreline (km)
Batangas (UNDP) (Earth Watch) Tawi-Tawi (CIDA) Priority Bays (ADB-FSP)			Mabini All municipalities	60 220 1,500	60 220 1,500
SUBTOTAL				1,780	1,780
TOTAL					4,656

Coastal Resource Management Process

Coastal resource management is the process of planning, implementing, and monitoring beneficial uses of coastal resources through participation, collective action, and sound decision-making. CRMP's progress toward assisting to institutionalize this process at the local level is measured as three critical results: (1) CRM preparation and planning toward the development of a site-specific system for sustainable coastal resource use; (2) CRM implementation for the development and endorsement of multi-municipal CRM plans; and (3) environmental, social, behavioral, and economic impacts in which biologically diverse

habitats are under improved management. Although progress toward the first two critical results has already been realized, accomplishments in the third critical result is not anticipated until the 3rd or even 4th year of the project.

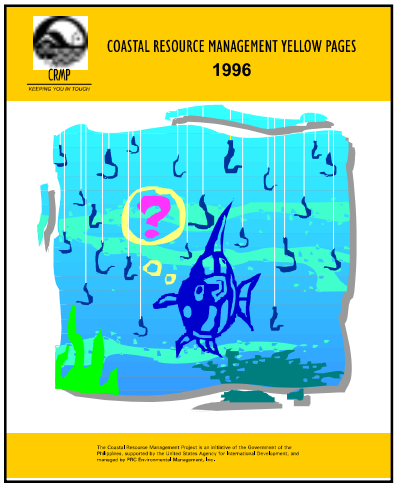
CRM Preparation and Planning

The compilation, analysis, and management of information is a critical first step needed for planning and implementing CRM projects at the local level. CRMP has initiated several activities toward the development of a useful coastal resource monitoring and information management system (CRMIMS) and coastal area profile.

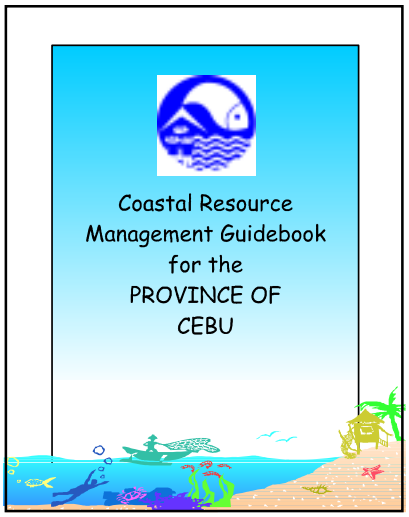
Secondary data and information have been collected throughout the area of operation. Draft coastal area profiles are being completed for the initiation of participatory coastal resource assessment (PCRA) activities. PCRA is conducted by coastal communities for the assessment of their resources and to serve in barangay planning. PCRA has been completed in San Vicente, Palawan and is in progress in the remaining learning areas. This assessment is integrated into the coastal area profile. The baseline data collected by Silliman University for CRMP's six learning areas on the bio-physical condition of the areas is also being incorporated into the profiles.

The CRMIMS was initiated to manage all data collected over the course of the project. The database is composed of data collected for baseline information and performance monitoring.

CRMIMS also tracks individuals and organizations actively involved in CRM activities, CRMP alumni, and individuals participating in CRMP training activities and workshops. The CRM Yellow Pages currently has 1,494 entries. CRMP plans to update and distribute the CRM Yellow Pages on an annual basis to CRMP partners.



To assist LGUs prepare, plan, and monitor CRM activities, CRMP developed the "Blue Book" designed as a living Coastal Resource Management Guidebook at the



local government level. The Blue Book contains technical information from CRMP and the results of Coastal Resource Leadership Challenges (CRLC) that are conducted for participatory planning and budgeting. Blank sections of the Blue Book guide each LGU through the CRM process by providing descriptions of the types of information that should be collected and included in the CRM process. Blue Books have been prepared for three LGUs. Updating the information in each Blue Book is the responsibility of the LGU assisted by CRMP's Learning Area Coordinator.

Over the last year, CRMP has established a CRM Library for all types of materials on coastal resource management. The current CRMP Library has 2,500 entries in the database. Over the life of the project, CRMP will compile a substantial collection of documents on coastal resource management. The library will be turned over to a government agency or academic institution before project completion.

KEY ACCOMPLISHMENTS IN CRM PREPARATION AND PLANNING

Results Statement: Development of site-specific system for sustainable coastal resource use intitialized

Unit of Measure: No. of coastal area profiles developed

	Year	Planned	Actual
Baseline: 0	1996	0	0
(1st Quarter)	1997	6	--
	1998	3	
	1999	3	
Target: 12	2000	0	

Milestones:

- ☑ Coastal area profiles based on secondary information drafted for six learning areas
- ☑ Participatory coastal resource assessment completed in one learning; initiated in six learning areas
- ☑ Bio-physical baseline data received from Silliman University
- ☐ Compilation of all data from six learning areas into final coastal area profiles
- ☐ Incorporate results of PCRA in each profile
- ☐ Coastal are profile completed

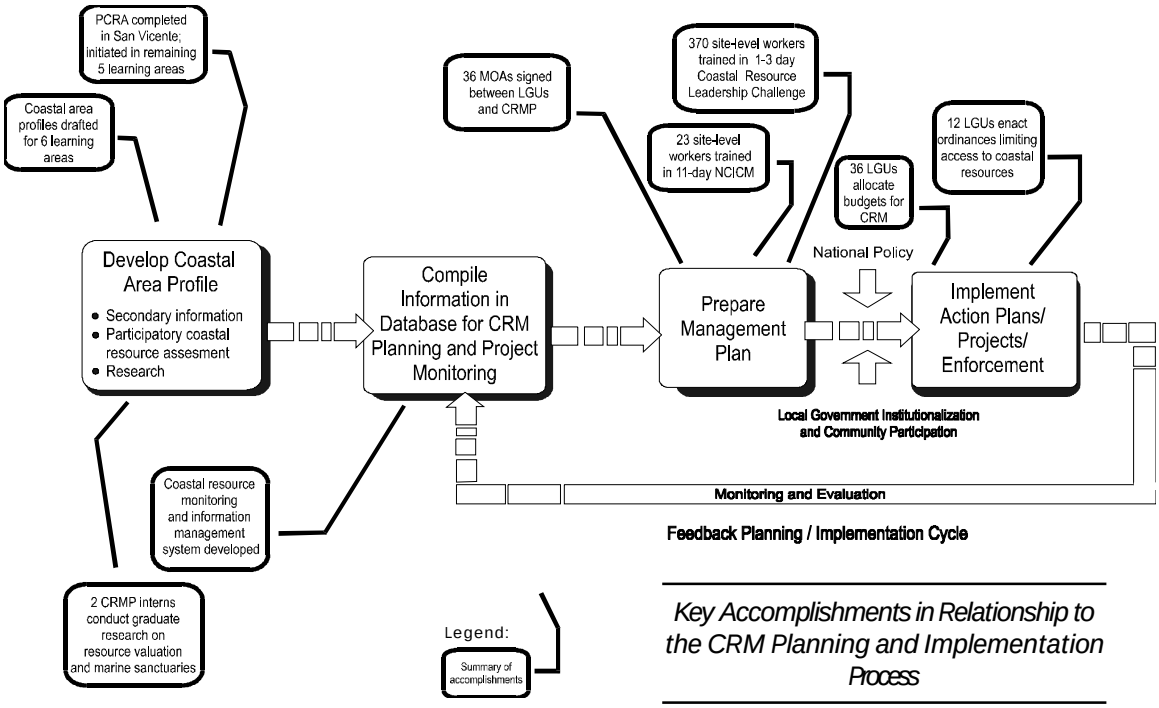
Results Statement: LGUs agree to provide active support to coastal resource dependent communities

Unit of Measure: No. of MOAs signed with LGUs and the project regarding CRM

	Year	Planned	Actual
Baseline: 0	1996	28	17
(1st Quarter)	1997	8	19
	1998	34	
	1999	33	
Target: 136	2000	33	

Milestones:

- ☑ MOAs signed by all learning area LGUs plus two Expansion MOAs
- ☐ Expansion MOAs signed for LGUs within area of operation



Key Accomplishments in Relationship to the CRM Planning and Implementation Process

Coastal Resource Management Implementation

Implementing and institutionalizing coastal resource management is considered by many a major goal that has yet to be realized in the Philippines. In the past, much emphasis, time, and resources have been spent in planning and policy making with few gains in actual implementation at the operations level. With the responsibility for managing municipal waters devolved to the LGUs under the Local Government Code of 1991, municipalities now have a clear mandate to implement coastal resource management.

As a first step toward assisting municipalities fulfill this mandate, CRMP has encouraged local government units to invest in coastal resource management by allocating budget from their internal revenue allotments. The results have been outstanding. The average annual budget allocated for CRM activities in CRMP's area of operation increased over 70 percent from a baseline in 1995 of ₱190,836 to ₱268,045 in 1996 and ₱234,795 in 1997. In fact, the environment budget increased at a greater rate subsequently affecting the percent of the annual environment budget allocated for CRM. CRMP's goal is to sustain investment in coastal resource management by providing technical assistance in planning and budgeting to LGUs.

Over the last year, CRMP has assisted LGUs prepare ordinances to institutionalize various CRM efforts. These ordinances range from banning certain types of fishing gear to banning commercial fishing within municipal waters 15 km from the shoreline.

KEY ACCOMPLISHMENTS IN CRM IMPLEMENTATION

Results Statement: Local government commitment to community-based CRM for sustainable resource use maintained

Unit of Measure: Percent of annual environment budget allocated for CRM by LGUs sustained

	Year	Planned	Actual
Baseline: 34%	1996	34	38.5
(1st Quarter)	1997	34	30.1
	1998		
	1999		
Target: 3% sustained	2000		

Unit of Measure: Average annual budget (₱) allocated for CRM by LGUs sustained

n=24	Year	Planned	Actual
Baseline: ₱190,836	1996	190,836	268,045
(1st Quarter)	1997	190,836	234,795
	1998		
	1999		
Target: ₱190,836	2000		

Milestones:

☑ CRLCs conducted for planning and budgeting 1996 and 1997 budgets

Results Statement: Multi-municipal CRM plans developed and endorsed

Unit of Measure: No. of LGUs enacting CRM ordinances limiting access

	Year	Planned	Actual
Baseline: 0	1996	0	12
(1st Quarter)	1997	10	--
	1998		
	1999		
Target:	2000		

Milestones:

☑ LGUs enact ordinances banning commercial fishing in municipal waters

Note: Source of budget allocation data from surveys completed by 24 local government units (including 20 municipalities and 2 provinces) within CRMP learning areas. Baseline budget data was drawn from 1995 budget allocation.

TRAINING A LARGE CROSS SECTION OF THE COASTAL COMMUNITY

CRM has conducted three types of training activities: an 11-day National Course on Integrated Coastal Management (NCICM); 1 to 3-day Coastal Resource Leadership Challenges (CRLC); and Participatory Coastal Resource Assessment (PCRA) training.

The NCICM developed by PCAMRD, DENR, DA-BFAR, Haribon, ICLARM, and IIRR is a comprehensive course in which participants experience hands-on CRM planning experiences. CRMP sponsored the 11-day course for 23 participants from 3 provinces in CRMP's area of operation in Region 7.

TRAINING							
Sector	1 to 2-Day PCRA		1 to 3-Day CRLC		11-Day NCICM		Total
	Male	Female	Male	Female	Male	Female	
Fisherfolks	0	0	0	0	0	0	0
Assisting Organizations	1	1	74	31	8	0	115
Academe	0	0	8	7	2	0	17
Private Sector	0	0	17	8	1	0	26
Local Government Units	15	6	96	19	4	0	140
National Government Agencies	5	1	51	19	3	1	80
Community Leaders	0	0	4	0	0	0	4
Youth Leaders	0	0	1	0	0	0	1
Donor or Donor Assisted Projects	3	1	23	12	1	3	44
Total	24	9	274	96	19	4	426

CRLCs combine leadership skills adapted from Kouzes and Posner's, *The Leadership Challenge* (1995), with technical training in coastal resource management. The CRLC was developed by CRMP in collaboration with another USAID-funded project, Governance and Local Democracy Project (GOLD). This collaboration has resulted in an approach that maximizes local government involvement. The 1 to 3-day CRLCs have been conducted for 370 participants from 6 provinces in CRMP's area of operation.

The PCRA training (1 to 2-day and field) was conducted for 33 participants encompassing 6 provinces in CRMP's area of operation. This training was conducted in association

KEY ACCOMPLISHMENTS IN CRM TRAINING

Results Statement: Site-level workers and community leaders are trained to assist coastal communities and their local governments develop management systems for sustainable resource use

Unit of Measure: No. of trained graduates (11-day)

	Year	Planned	Actual
Baseline: 0	1996	25	23
(1st Quarter)	1997	50	--
	1998	125	
Target: 250	1999	50	
	2000		

Milestones:

- ☑ MOA signed with Rockfeller Brothers Fund/ PCAMRD/Haribon for 1 NCICM training
- ☑ NCICM training conducted for 23 participants from 3 provinces in Region 7
- ☐ NCICM training materials finalized
- ☐ 2 NCICM trainings conducted in 1997
- ☐ Remaining NCICM trainings conducted

Unit of Measure: No. of trained graduates (1-3 day CRLC and PCRA)

	Year	Planned	Actual
Baseline:0	1996	100	403
(1st Quarter)	1997	150	--
	1998	150	
Target: 430	1999	30	
	2000		

Milestones:

- ☑ Coastal Resource Leadership Challenge (CRLC) developed in collaboration with GOLD project
- ☑ CRLCs conducted for 34 muncipalities and 6 provinces
- ☐ CRLC for LGU officials and staff developed and institutionalized in Local Government Academy
- ☐ CRLC for youth leaders (SK) developed and institutionalized in University of Asia and the Pacific

PARTICIPATORY PLANNING/TRAINING									
Sector	Field PCRA		Community Participatory Activities		National Participatory Activities		Youth Leadership Activities		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Fisherfolks	292	147	483	84	1	0	0	0	1,007
Assisting Organizations	20	17	34	34	20	14	6	1	146
Academe	0	1	0	0	6	7	0	0	14
Private Sector	0	0	1	0	4	1	3	0	9
Local Government Units	5	2	29	20	1	0	20	9	86
National Government Agencies	0	0	4	13	35	13	5	1	71
Community Leaders	23	7	53	23	1	0	0	0	107
Youth Leaders	0	0	0	0	0	0	272	183	455
Donor or Donor Assisted Projects	1	0	0	0	13	10	0	0	24
Total	341	174	604	174	81	45	306	194	1,919

with CRMP's team firm, CORIAL, to enable community workers facilitate actual PCRA implementation in CRMP's area of operation. The draft PCRA Handbook (Walters, 1996) developed in collaboration with Silliman University was used as the basis for training and is in the process of being revised for final production and distribution.

Over the last year, CRMP has facilitated numerous participatory planning and training activities in its area of operation. These include project orientation workshops, CRM planning sessions, field PCRA, youth leadership orientation sessions, consultative meetings, and other oganized events to promote participation. Over half of the 1,919 participants have been fisherfolk. The second largest sector participating in CRMP activities are youth leaders. CRMP has facilitated two CRLC orientation sessions for youth. One was in association with the National Youth Parliamentarians Conference for Mindanao Youth on Protection of Seas. During the conference spearheaded by Senator Heherson Alvarez, CRMP conducted a mini-CRLC wherein 300 youth were oriented on the importance and role of the youth leaders in coastal resource management. In addition, the Mindanao Youth shared their leadership experiences with each other by describing a "Personal Best" leadership experience. The second CRLC orientation for youth was in association with Aral Kalikasan, spearheaded by Sarangani Government Priscilla V. Chiongbian. Over 200 youth attended and 50 participated in an impromptu CRM drama tableau.

ENTERPRISE DEVELOPMENT STRATEGY FOR COASTAL COMMUNITIES

Perhaps the most pervasive reason for overfishing and destructive and illegal fishing methods practiced in the Philippines is the relatively poor state of economic development in many coastal areas. The lack of employment opportunities, low income, and slow economic growth in coastal communities are root causes for poor practices in coastal resource management in these areas. In order for CRMP to convey the need for communities to become activated towards CRM, coastal resource management must be presented as a logical and appropriate framework leading to overall socio-economic development in coastal areas.

An overall enterprise development strategy and detailed work plan was completed by CRMP's technical assistance team firm, PACMAR, in March 1997. The strategy developed was based on a comprehensive review of previous and ongoing enterprise development projects and activities in the Philippines as well as consultative meetings with coastal stakeholders in Bohol, Negros Oriental, and Olango Island, Cebu.

CRMP's enterprise development strategy adheres to CRM objectives and efforts, consideration of impacts on communities, target beneficiary identification, and building community capacity to sustain efforts after the life of the project. A key area is facilitating the formation and training of a hybrid organization, the Private Sector Development Organization (PSDO). The PSDO is a development organization that operates under basic business principles and derives its operating funds from profit sharing or equity involvement in the enterprises it helps to develop. The PSDO plays a role in mentoring and assisting new enterprises in careful resource assessment, planning, feasibility assessment, technical support, monitoring, and evaluation.

Three main components of CRMP's enterprise development strategy consider near-term, medium-term, and long-term impacts to socio-economic development. Near-term efforts recognize the need for immediate results and will focus primarily on maintaining basic subsistence in coastal communities. Medium-term efforts target selected new enterprises or upgrading existing enterprises. Long-term efforts focus on youth and preparing the future workforce for new and alternative employment opportunities outside of capture fishing.

CRMP's enterprise development strategy is working toward the development of three sets of packages that are scaled for integration with the local threshold of CRM activities. Together these packages promote broader opportunity for systematic investment that is distinctively different from the traditional livelihood approaches.

CRMP is developing specific indicators in collaboration with ICLARM for measuring socio-economic impacts of the project's activities.

TOP STORIES FROM THE FRONT LINE

The front line is where coastal resource stakeholders make daily decisions to follow the path of sustaining the value of coastal resources or the path of destroying that value. CRMP has maintained three basic principles of the front line. These principles are related to responsibility, self-reliance, and sustainability. First, we encourage our partners to lead and for CRMP to facilitate CRM activities. Second, we look to build self-reliance by making do with available resources and adding primarily technical and management assistance value to existing processes and organizations. Third, we have maintained that the project not become an institution in itself. For this reason, we have established field offices within LGU offices and other existing organizations.

CRMP's area coordinators together with our partners from regional offices of NGA, LGUs, and community leaders have taken daily steps toward the implementation of sustainable coastal resource management. These steps have focused on building relationships through listening, participating, and interacting with a broad cross section of the coastal community. In the first year the core of CRMP's technical assistance was focused on the 6 learning areas that encompass 6 provinces and 29 municipalities and cities, over 560 km of shoreline.

San Vicente, Palawan

This learning area has moved quickly to field level activities with the PCRA implemented during February and March 1997. The PCRA started with a 2-day municipal level training workshop in San Vicente followed by the barangay PCRA in 27 Sitios. The mapping and assessment process involved many coastal residents who worked together with the Resource Management Center (RMC) staff of San Vicente and the short-term consultants and staff of CRMP. Maps for each barangay were generated through community inputs that are being made into

posters and distributed to each barangay by June 1997. This mapping and assessment information is being incorporated into the environmental profile for San Vicente and is the basis for further CRM planning and implementation activities. The PCRA outputs and lessons learned from San Vicente are also being used to guide the implementation of PCRA in the other five learning areas and to refine the PCRA manual (Walters, 1996) to be published by CRMP.

The activities in San Vicente, although impeded somewhat by distance and difficult communications, are building on the past work of the RMC of San Vicente in planning for CRM interventions. Important activities in Palawan since the project inception are:

- MOAs signed with San Vicente and Province
- CRLC for Province, various municipalities, national agencies, and NGOs conducted in October 1996
- CRM office established in RMC, San Vicente and with ENRO in Puerto Princesa
- Coordination established with PCSD, Bandillo ng Palawan, GOLD, GreenCOM, Peace Corps, RMC, Silliman University and several other groups for the implementation of PCRA and IEC activities
- PCRA implemented with full participation of community groups in 27 sitios
- Barangay maps (posters) being completed for distribution in June 1997
- Coastal environmental profile being completed to support further planning and education activities in San Vicente
- Provincial level collaboration is being planned that will stimulate the expansion of CRM activities in other municipalities in Palawan

Southeast Negros Oriental

Negros Oriental has come along way in beginning the CRM process. The support of the LGUs in the learning area has facilitated the rapid progress in organizing and implementing CRM related activities both at the barangay and provincial level. In coordination with the Provincial government, nine technical staff from the Provincial Agriculture Office have been assigned to six learning area municipalities. CRMP will work closely with these personnel to support LGU technical needs for aquaculture develop-

ment and coastal law enforcement. A series of CRM orientation seminars has initiated plans at the municipal level and encouraged the allocation of budget for coastal resource management. Most municipalities have pledged counterpart support for the upcoming PCRA and CRM planning to be organized through the Ting Matiao Foundation. CRMP has compiled a draft coastal area profile and will augment this with information from the Silliman University bio-physical studies conducted earlier and from the results of PCRA. CRMP's enterprise development team conducted consultations in March 1997 that identified an opportunity in Bais Bay for waste management to generate revenues and improved aquaculture techniques.

The Negros Oriental learning area is moving quickly in coordination with many partners including government, Silliman University, and the Ting Matiao Foundation. Key events in the area include:

- All 10 MOAs signed and all provincial and municipal officials briefed on project
- CRMP office set up in the Provincial RMD office and at Silliman University, Center of Excellence in Coastal Resource Management
- Community organizer employed through the Ting Matiao Foundation dedicated to CRMP
- Strong networking links established with Social Work Department of Silliman University, the Silliman Marine Laboratory, Ting Matiao Foundation, DENR, DA-BFAR, CEMRINO, all LGUs, and several other NGOs
- CRLC conducted for all groups in September at Silliman University in collaboration with GOLD
- CRMP interns from Silliman University working in six coastal barangays in Dumaguete City to organize fisher groups for CRM in the urban setting
- Subcontract being prepared for Ting Matiao Foundation to assist with the area-wide planning process for Negros at the municipal and barangay levels
- Enterprise development team visited Negros Oriental

Olango Island, Cebu

The Olango Island Learning Area is home for more than 20,000 residents, most of whom totally depend on coastal resources for income. This pressure has degraded the environment and creates a challenging socio-economic situation.

Also, since Olango contains a major wildlife sanctuary and is close to Cebu City, management issues are complex. In spite of this context, the CRM planning process at the community and municipal level has been initiated. Olango, as one of the three pilot sites for the GreenCOM project, has benefited from a series of IEC workshops and seminars on the island to involve local residents in CRM planning and assisting to educate people about how to solve their problems. CRMP has coordinated closely with GreenCOM and representatives from the University of San Carlos and several NGOs. The enterprise development team visited Olango Island in March 1997 and identified areas as an early target for enterprise activities of CRMP. Key events in the Olango learning area are:

- All barangay and municipal officials briefed on CRMP
- Lapu-Lapu City Government signed MOA with CRMP and provided an office space in city hall
- Community organization commenced with assistance of one CRMP social work intern from St. Theresa College in Cebu with the result of one youth group formed and one fisherfolk organization revived and improved rapport with eight barangay captains
- Participation with all GreenCOM activities together with DENR, Save Nature Society, LGU officials, and several media groups
- Olango site used for planning exercise in the NCICM training course conducted on Mactan Island in November and December 1996 for 23 participants
- CRMP staff participated in several tourism operator meetings to plan for environmental management on Mactan and Olango Islands
- Enterprise development team visited Olango, conducted a workshop, and recommended actions
- Coastal area profile drafted with inputs from Silliman University report, the research of University of San Carlos, and planned PCRA activities to be completed in June 1997

Sarangani Bay

This learning area has a natural identity as a CRM area because it is a bay within which the impacts from one municipality affect the others. In this regard Sarangani Bay, which also comprises an entire province, has many factors supporting bay wide management. This situation encour-

ages coordination among all the collaborating agencies and groups. Sarangani Province has assigned the CRM Director to work with CRMP staff. This team has begun full implementation of PCRA in all municipalities. Each LGU has committed funds to the field operation. A PCRA training, conducted in March 1997 started the PCRA process by providing a critical number of trainers for the field process. The province is also providing an office in the capitol. The Sarangani Bay National Seascape provides some added legal clout for management, which will assist in the long-term management process. IEC activities have begun through coordination with DECS to discuss curriculum improvements in elementary and high schools for the area. Key events in Sarangani include:

- All MOAs signed with commitments forthcoming for funding field activities
- Representatives from each LGU and NGO attended CRLC in General Santos City in September 1996 conducted in collaboration with GOLD
- Network established with NGOs, NGAs, and POs involved in CRM with coordination with MSU, PHILDHRRA, Sarangani Bay Watch, Mahintana Foundation, GOLD, NRMP, GEM, DENR, and others
- Discussions on organization for community-based activities resulted in setting up a steering committee and TWGs on CRM in the four municipalities
- First draft of coastal area profile completed building on past work of the province, MSU, and the Silliman University report
- PCRA training conducted in March as a precursor to the full PCRA implementation in April, May, and June 1997
- CRMP involved in Sarangani Bay PAMB Executive Committee
- Active discussions with DECs for CRM module in elementary schools

Malalag Bay, Davao del Sur

The Malalag Bay learning area, lying on the greater Davao Gulf, has a mix of urban development problems alongside of traditional fishing communities and their normal range of management issues. The bay does not have a distinct boundary or identity, which complicates cohesion among the municipal partners for the area. CRMP has completed all the MOAs with LGUs, including one expansion MOA for

Digos. The province has designated the PPDO as the CRM person for the province. Coordination is well established among a number of agencies and institutions including the Southern Philippines Agri-Business and Marine and Aquatic School of Technology, Padada Chamber of Commerce, DENR Region 11, DA-BFAR, Ateneo de Davao, and several NGOs. In March, the Learning Area Coordinator with 5 LGU representatives attended the PCRA training course in Sarangani as a precursor to planning the PCRA for Malalag Bay. A person to assist with profile compilation and PCRA implementation is starting in April. The learning area mayors are all very supportive of the program and are committing support for the upcoming PCRA. Key events in Malalag Bay are:

- All MOAs signed plus one expansion MOA for Digos
- Various briefing meetings held for all LGU and private sector participants
- CRLC for Davao del Sur participants conducted in General Santos City in September 1996
- Linkages established with SPAMAST, ISFI, and Padada Chamber of Commerce
- Province appointed PPDO as CRM person for area
- PCRA core trainers organized and LGU counterpart in place
- Collaboration with DA regional office on fisheries regulations and FARMC formation initiated

Northwest Bohol

The Bohol learning area is rich in coastal habitats including coral reefs, mangroves and beaches but historically has had difficulty with coastal resource management. Fortunately this is beginning to change and the LGUs are becoming very active in the CRM process. All the MOAs are signed and the LGUs are enthusiastic to move ahead. Coordination is occurring among CRMP, the Bohol Integrated Development Foundation (BIDEF), the Bohol Resource Management Development Foundation (BOREMADEV), GOLD, Volunteers Overseas (VSO), and several other groups. Particular attention is focused on collaboration with the environmental management protocol of GOLD. CRMP will assist with the Environment Summit preparation and execution in 1997 together with GOLD. CRMP is pursuing collaboration with the Haribon Foundation to implement

several barangay pilot CRM projects to develop examples for the learning area. These will be strategically located and build on the past work and funding of Haribon. One site has already developed a viable marine sanctuary and export program for sea horses, which are being grown out in cages and managed by fisherfolk. Bohol was one of the three sites visited by the enterprise development team, which held substantive meetings with LGU and NGO representatives. Key events in Bohol include:

- All MOAs signed plus one expansion MOA with Dimiao through the encouragement of Peace Corps Volunteers
- Representatives from all key groups attended the CRLC in Dumaguete in September 1996
- Collaboration with GOLD and province for environment summit on track
- Joint project with Haribon Foundation ready to begin in May 1997
- Coastal area profile drafted with inputs from Silliman University report
- CRMP staff attended PCRA training in Sarangani as precursor to Bohol PCRA
- Enterprise development team visited learning area in March 1997

SUSTAINABILITY

Towards sustainable coastal resource management in the Philippines

SUSTAINABILITY

Systems theory suggests that living systems are self-organizing, self-sustaining, and self-replicating. Over the last year, CRMP has endeavored to catalyze the organization of systems required to make coastal resource management not only a sustainable but a *living* effort. In part, CRMP has concentrated on establishing living CRM systems that would self-organize, self-sustain, and self-replicate thus achieving the twin goals of sustainability and strategic expansion.

While not every activity undertaken by CRMP is designed with sustainability in mind, we are in a continuous process of evaluating our core activities to achieve sustainability of the project's activities. Many of these activities are intricately woven into our strategic expansion mechanisms to achieve a national and local threshold in coastal resource management. However, key elements designed to achieve sustainability of the project's activities include: enhanced capacity of individuals and institutions to participate in coastal resource management; consolidation and availability of strategic information; and established networks of constituency groups linking individuals and institutions with strategic information.

EMPOWERING COASTAL COMMUNITIES WITH COASTAL RESOURCE MANAGEMENT RESPONSIBILITY

In order to enhance capacity of individuals and institutions to participate in coastal resource management, the responsibility for coastal resource management must be embodied by a broad cross section of coastal stakeholders. Empowering individuals with CRM responsibility for collective action is a fundamental behavioral change required to sustain CRM activities. Promoting active participation and involvement is key to empowering coastal communities.

CRMP has facilitated active participation at the community and LGU level through planning sessions, group meetings, workshops, and other activities. The participation of community leaders and fisherfolk in PCRA training and field activities has enabled coastal communities to assess their own resources. This will hopefully catalyze community partici-

pation in subsequent steps of the CRM planning and implementation process. Community leaders and members from six provinces have participated in PCRA training and implementation.

CRMP has encouraged LGUs to allocate resources and funding for coastal resource management. However, in addition to investing, sustaining their investment is necessary for LGUs to take responsibility for managing municipal waters. Planning and budgeting for CRM activities in 1996 and 1997 has been conducted by community leaders and LGU staff during CRLCs. As a result, budget allocations for CRM increased substantively over the 1995 baseline and have been sustained for 1996 and 1997. While many LGUs have allocated funding for fisheries related activities in the past, these projects have, to a large extent, been discrete activities. CRMP's technical assistance in this area will focus on assisting LGUs plan and budget for CRM as an integrated planning and implementation process that incorporates a longer-term vision for sustainable coastal resource use.

PARTICIPATION BY A BROAD CROSS SECTION OF THE COASTAL COMMUNITY

Sector	Percent of Total Participants
Fisherfolk	43.3
Assisting Organizations	11.1
Local Government Units	9.6
National Government Agencies	6.4
Academe	1.3
Private sector	1.5
Community leaders	4.6
Youth leaders	19.4
Donor Assisted Projects	2.8
Total Participants = 2,345	100

In 1996 CRMP facilitated organized participatory sessions and training involving a total of 2,345 coastal stakeholders. This level of participation represents 0.4 percent of the coastal population of 604,229 people living in CRMP's six learning areas. Of the total participants, 43 percent were fisherfolk. Seventy percent of the participants were male and 30 percent female.

IMPACT OF PROJECT ACTIVITIES ON PARTICIPATING AGENCIES AND COMMUNITIES

Encouraging participation from a broad cross section of the coastal community has brought attention to the need for and benefits of enhanced multi-sectoral coordination between NGAs, LGUs, AOs, private sector, and community leaders to implement coastal

resource management. As a result, enhanced collaboration between sectors provides for increased capacity through shared information and experiences and a greater level of cooperation between sectors.

CRMP's national policy activities have similarly highlighted the need for increased collaboration and consensus between national government agencies such as DENR, DA/BFAR, DILG, and Department of National Defense relative to national polices and laws on coastal resource management. The complex and interrelated nature of CRM issues depends on this collaboration. We believe that the hard work and long hours put in by these agencies participating in CRMP's Policy Technical Working Group will soon be realized with the completion of the CRM jurisdictional and legal guidelines. These guidelines will bear the unified endorsements of these agencies, thus paving the way for accelerated national and local implementation of coastal resource management.

DEVELOPING A COASTAL RESOURCE MONITORING AND INFORMATION MANAGEMENT SYSTEM

Providing sound technical information and opportunities to share information and experiences enable coastal stakeholders to make informed decisions about coastal resource management. The coastal resource monitoring and information management system (CRMIMS) will make available information, data, and technologies for planning, informed decision-making, and education. CRMP is promoting the use of *strategic information*, information applied strategically as an intervention. The CRM process is seen as a continuous reiterative exchange of strategic information between CRMP, its institutional partners, and community beneficiaries to achieve mutual understanding on, and collective action for, coastal resource management.

The CRMIMS is currently composed of the coastal area profile data, CRMP's project monitoring data, CRMP library, project publications such as *Tambuli,* CRM Hotline Bulletin, CRM Yellow Pages, and training and IEC materials. These information sources and data are compiled through participatory processes and informational research on coastal resource management linked to networks of constituency groups and institutions to sustain CRM initiatives.

KEY ACCOMPLISHMENTS IN DEVELOPING A COASTAL RESOURCE MONITORING AND MANAGEMENT INFORMATION SYSTEM

Results Statement:Environmental, social, behavioral, and economic impacts: sustainable coastal resource monitoring and information management system established

Unit of Measure: Percent Complete

	Year	Planned	Actual
Baseline: 0	1996	10	5
(1st Quarter)	1997	50	25
	1998	75	
	1999	90	
Target: 100	2000	100	

Milestones:

- ☑ CRMP database established and operational for coastal area profile data and project monitoring
- ☑ CRMP publication series operational (*Tambuli*, *CRM Hotline Bulletin*)
- ☑ CRM Production Center equipped and operational
- ☐ CRM video update series initiated
- ☐ CRM Komics series initiated
- ☐ CRM Himig audio cassette series initiated
- ☐ CRM drama series initiated
- ☐ CRM Materials Resource Center established and operational
- ☐ CRM Learning Resource Centers established in learning areas
- ☐ Coastal resource monitoring and information management system institutionalized and sustainable at national and local levels

BUILDING CONSTITUENCY GROUPS TO SUPPORT COASTAL RESOURCE MANAGEMENT INITIATIVES

Building constituency groups is a key element in sustaining support for CRM initiatives. While some of these groups already exist, CRMP is facilitating the strengthening of network linkages for greater geographic coverage and enhanced capacity. The strategy for building these groups was developed by CRMP in partnership with GreenCOM, and forms part of an alternative environmental communication paradigm called transformational communication.

Transformational communication involves the convergence of four major modes of communication as applied to development programs: development support communication (DSC); information, education, and communication (IEC); social marketing; and social

mobilization. Its goal is to transform individual behavior by transforming collective norms, in CRMP's case, transforming the individual resource user's behavior by transforming collective environmental vis a vis economic norms. This will be achieved by constituency building as shown in the CRMP Transformational Communication Network and Process Configuration. Three types of constituency networks have been identified: media, education, and community mobilization.

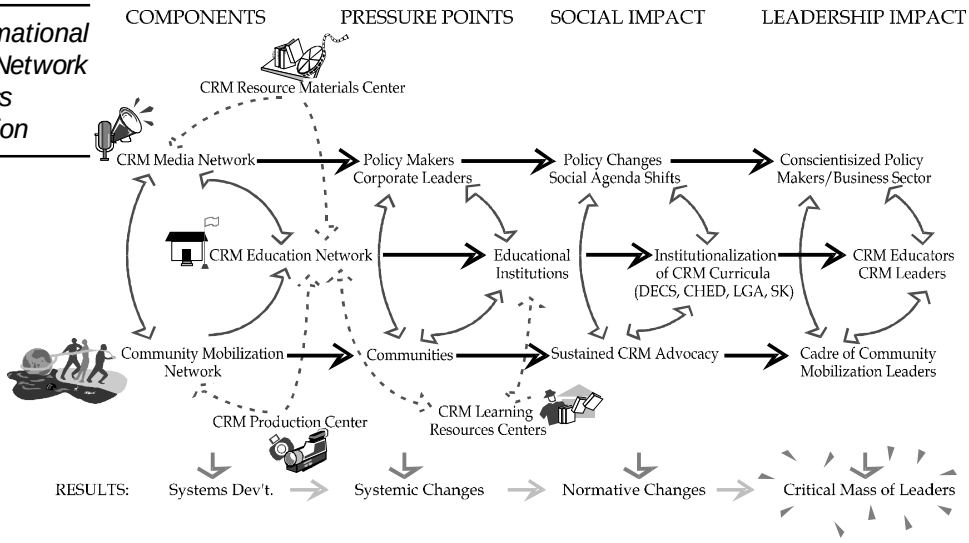
CRM Media Network

Environmental Broadcasters Circle
Philippine Agricultural Journalists
Philippine Federation of Rural Broadcasters
Asian Institute of Journalism and Communication
Philippine Information Agency
Philippine Daily Inquirer
Manila Times
Daily Bulletin

The CRM Media Network is composed of representatives from national print and broadcast media. It was formed during a collaborative undertaking of CRMP and UNDP-IEMSD called "Communicating Sustainable Development: Focus on Coastal Resource Management," which formed part of the CRMP Policy Forum. The CRM Media Network will be active in elevating coastal resource issues on the national agenda and will serve as a pipeline for identifying coastal resource issues in regional areas of the Philippines as well as a conduit of information and response to those areas.

The CRM Education Network will be composed of the Local Government Academy; the National Youth Commission; the Commission on Higher Education; and the Department of Education, Culture and Sports. Environmental education in the Philippines is being implemented through the National Environmental Education Action Plan (NEEAP). NEEAP

CRMP Transformational Communication Network and Process Configuration



provides that environmental education be conducted in two modes: formal (basic and higher) education and nonformal education. Since there are other key players and interests in environmental education, CRMP interventions in this area should be strategic, focusing on development gaps and CRM agenda.

CRMP has approached the Local Government Academy, the human resource development arm of DILG, with the end view of developing a regular training course on CRM leadership for local government officials in coastal areas. The project has also approached the National Youth Commission to develop a similar course for youth leaders (Sangguniang Kabataan) in these areas. CRMP has piloted the Coastal Resource Leadership Challenges in CRMP's area of operation with LGU officials and youth. The response to this approach was positive. Both courses would now be institutionalized and form part of the human resource development regimen of these agencies. The demand for CRLCs for youth leaders has recently expanded to two national youth environment conferences, one in Mindanao and one in Bohol.

In the area of formal education, CRMP has explored possibilities of collaboration with DECS for basic education in the Visayan Social Reform Agenda sites of the ADB Secondary Education Development Project and the interface sites of the ADB Mindanao Education Project. Additionally, we are seeking collaborative arrangements with CHED in the Biodiversity Project in Palawan and the Mindanao Advanced Education Project.

As part of the CRM Education Network, CRMP has initiated a student intern program. The CRMP intern program provides field opportunities for undergraduate and graduate students in a variety of disciplines that are directly related to CRMP's activities. Currently, we have 14 interns from 4 academic institutions working in CRMP's area of operation.

The CRM Community Mobilization Network, although still to be established, is a coalition group composed of POs, NGOs, youth groups, local media, schools, the local Boy and

ACADEMIC INSTITUTIONS PARTICIPATING IN CRMP INTERN PROGRAM

ACADEMIC INSTITUTION	AREA OF SPECIALIZATION	NO. OF INTERNS
Silliman University	Marine Biology, Social Work	6
Southern Philippines Agri-Business and Marine and Aquatic School of Technology	Fisheries	6
St. Theresa's College	Social Work	1
UP Marine Science Institute	Marine Biology	1

Girl Scouts, and the Church. Parents' groups such as mothers' clubs and school PTAs will be encouraged to form part of this community network. The functions of the network are as follows: to initiate communication-based grassroots movements for coastal resource management; to arouse communities; and to mobilize communities. Activities of the network include: training of volunteers on social mobilization; training on ethnovideography, community radio, localized comics; organization of social mobilization cadres; and the conduct of social mobilization campaigns.

Although these CRM constituency groups are meant to be living systems that would self-organize, self-sustain, and self-replicate, they will initially be backstopped by a CRM Resource Materials Center and a CRM Media Production Center. The CRM Resource Materials Centers is envisioned to be part of the DENR Environmental Information and Commu-

KEY ACCOMPLISHMENTS IN BUILDING CONSTITUENCY GROUPS TO SUPPORT CRM INITIATIVES

Results Statement: Environmental, social, behavioral, and economic impacts: establishing sustainable formal networks supportive of CRM initiatives.

Unit of Measure: Degree of institutional maturity of constituency group formed

Scale
1 Network formed
2 Network established and operational
3 Network established, operational, and expanding
4 Network financially independent

		Planned			Actual		
	Year	Media	Edu	Com Mob	Media	Edu	Com Mob
Baseline: 0	1996	1	0	0	1	0	0
	1997	2	1	1			
	1998	3	2	2			
	1999	4	3	3			
Target: 4	2000		4	4			

Milestones:

- ☑ CRM Media Network formed and partially supported by the project
- ☐ CRM Education Network formed and partially supported by the project
- ☐ Community mobilization participant groups (media, POs, NGOs, PSDO, schools, Church) identified in the learning areas
- ☐ Community mobilization participant groups linked by the project within the learning areas
- ☐ Community mobilization participant groups linked by the project among the six learning areas
- ☐ Community mobilization participant groups linked by the project to national advocacy groups
- ☐ Community mobilization participant groups expand beyond the six learning areas
- ☐ CRM Media and Education Networks are weaned from project support
- ☐ Community Mobilization Network continue to expand while project gradually withdraws support.

nication Center based in the national office as proposed by UNDP-IEMSD. The CRM Media Production Center will be integrated into DENR Region 7 operations midway through the project. In the learning areas, CRM Learning Delivery Systems will be in place to support the efforts of social learning and mobilization of cadres.

DEVELOPING A CRITICAL MASS OF LEADERS IN COASTAL RESOURCE MANAGEMENT

Markus (*The Critical Mass Theory*, 1987) forwards that a critical mass is formed when mutual reinforcement occurs within a group. CRMP is targeting mutual reinforcement among trained LGU and youth leaders leading to the formation of a CRM critical mass.

The basic building block for CRM sustainability is the municipality. CRMP intends to create a critical mass of CRM leaders across sectors in the municipalities within the learning areas through its social learning system. Social learning is a process whereby the community becomes aware of their social realities and how their resource management practices are closely linked to their economic and food security concerns. This process is realized when the community subsequently acts on these concerns collectively.

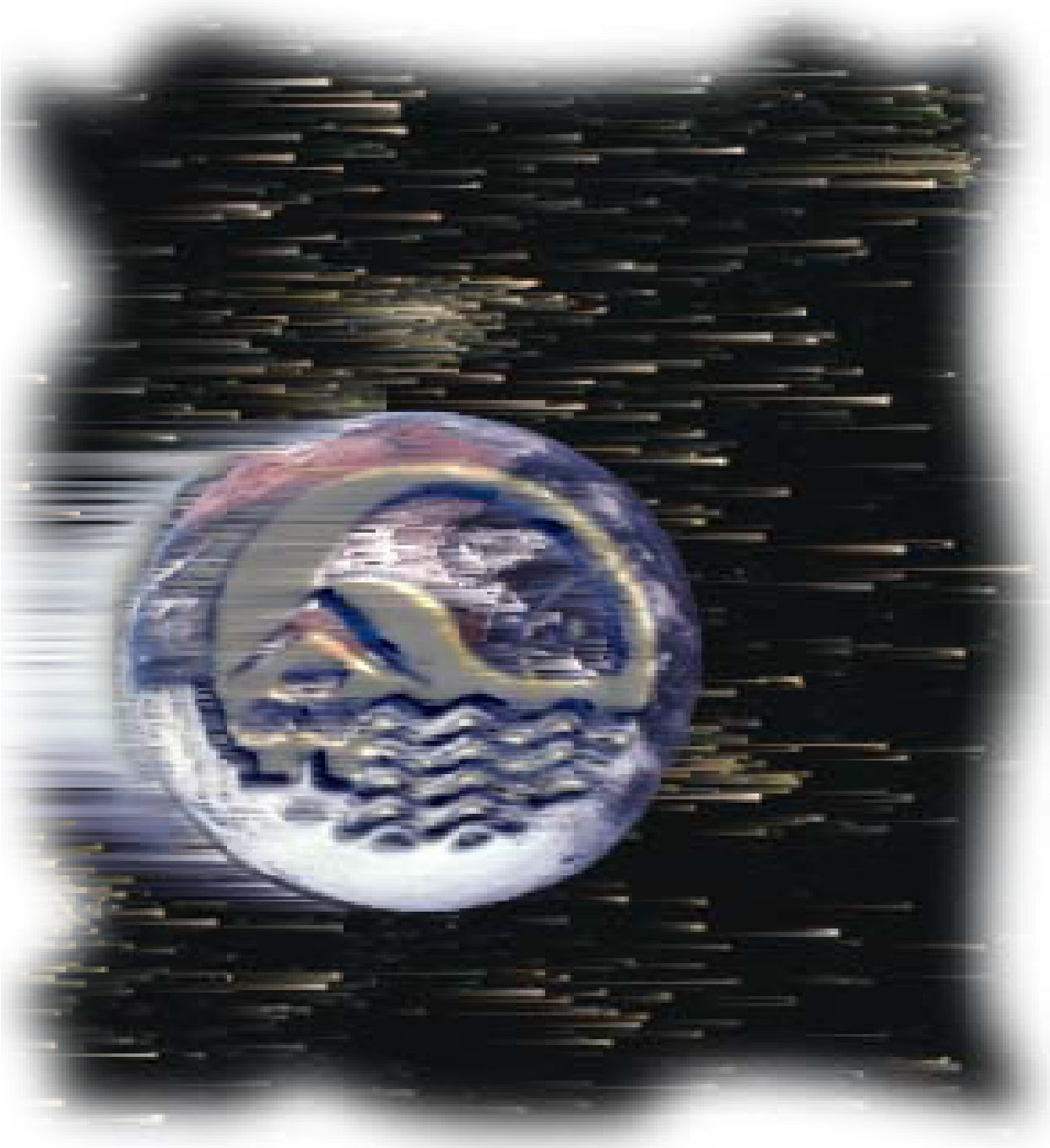
At the provincial level, a critical mass would be formed through cross-visits that would spur interaction and mutual reinforcement among CRM municipalities. At the national level, a critical mass would be formed through coastal leadership coalition building among CRM provinces supplemented by policy changes and media advocacy and among youth leadership organizations.

At the community level, CRMP has began to undertake a three-step strategic expansion process through the social learning system. These three steps are: training, networking, and community mobilization. The aim of this three-step flow is to create a critical mass of CRM leaders who would create this movement and implement the strategic spread facilitated by CRMP.

The social learning system is being initiated by CRMP through a series of activities such as the Coastal Resource Leadership Challenge, Participatory Coastal Resource Assessment, planned training courses for youth (Sangguniang Kabataan) leaders through the National Youth Commission, planned training courses for local government officials through the Local Government Academy, and others. These learning activities are followed by action activities including networking and community mobilization.

Managing the Paradigm Shift

Responsibility, self-reliance, and sustainability



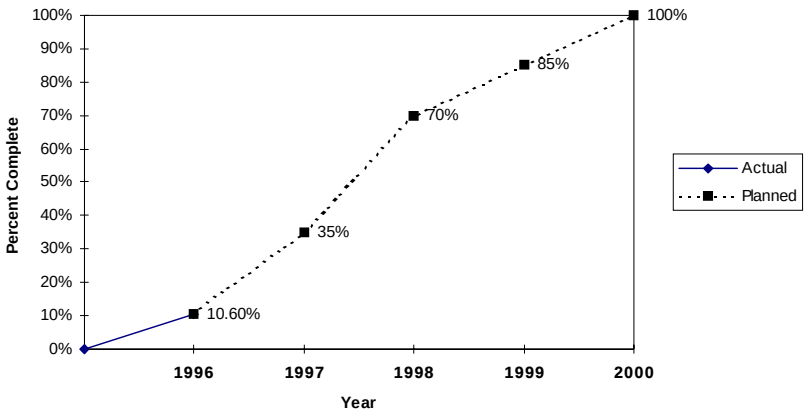
MANAGING THE PARADIGM SHIFT

Managing a project with a high degree of technical and administrative complexity has required re-analyzing existing procedures and establishing new and sometimes innovative solutions to overcome obstacles that may arise. CRMP has sought these solutions in collaboration with our partners and remained flexible to changing requirements and needs.

CRMP's project headquarters was established in Cebu in April 1996 to reinforce the primary area of emphasis: local implementation of coastal resource management. The recent establishment of the DENR Region 7 Office as the project management lead for CRMP complements and strengthens this focus on local implemention. Field operations have been established in existing offices of LGUs and other organizations to enhance sustainability of the project's activities; to maintain a focus on mobility and active field implementation; and to keep operational costs down.

We are working toward the development of training programs and IEC materials that can be sustained after CRMP. In all cases, we will build on existing programs and materials to the extent practicable; however, we will change and improve these products to leave a legacy that is affordable, seeking ways to reduce the costs of these products over the life of the project.

During the first year, CRMP has carefully explored and established working relationships with partners that are equally committed to change through leadership in coastal resource management. CRMP has taken a methodical and metered approach in allocating project resources to the front line maintaining effective cost control during our first year expendi-



Financial Completion

tures. Through adherence to the three guiding principles of responsibility, self-reliance, and sustainability, we hope to gain the understanding and commitment of our partners toward paradigm shift in technical assistance that builds on existing local resources and provides affordable and implementable solutions that can be sustained beyond the life of the project.

In the second year of CRMP, we will accelerate and expand our activities in the area of operation with our committed partners toward implementation of sustainable coastal resource management. CRMP's technical assistance will expand through the addition of NGOs and other AOs to the team and through the involvement of team firms from the states of Hawaii and Florida.

We are working to achieve new levels of communication, partnership, and challenging the system toward the development of environmental leadership within existing and sustainable multi-level frameworks.

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GRAPHICS AND DATABASE

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LIST OF CRMP DOCUMENTS

Doc. No.	Document Title
1-CRM/1996	Life of Project Work Plan
2-CRM/1996	First 15-Month Project Work Plan
3-CRM/1996	Environmental Guidelines for Coastal Tourism Development in Tropical Asia
4-CRM/1996	Mangrove Resource Decline in the Philippines: Government and Community Look for New Solutions
5-CRM/1996	Synergy Progress Report
6-CRM/1996	Quarterly Progress Report No. 1
7-NEG/1996	CRM Guidebook for the Province of Negros Oriental
8-NEG/1996	CRM Guidebook for the Municipality of Amlan, Negros Oriental
9-NEG/1996	CRM Guidebook for the Municipality of Bacong, Negros Oriental
10-NEG/1996	CRM Guidebook for the City of Bais, Negros Oriental
11-NEG/1996	CRM Guidebook for the Municipality of Dauin, Negros Oriental
12-NEG/1996	CRM Guidebook for the City of Dumaguete, Negros Oriental
13-NEG/1996	CRM Guidebook for the Municipality of Manjuyod, Negros Oriental
14-NEG/1996	CRM Guidebook for the Municipality of San Jose, Negros Oriental
15-NEG/1996	CRM Guidebook for the Municipality of Sibulan, Negros Oriental
16-NEG/1996	CRM Guidebook for the Municipality of Tanjay, Negros Oriental
17-CEB/1996	CRM Guidebook for the Province of Cebu
18-CEB/1996	CRM Guidebook for the Municipality of Cordova, Cebu
19-CEB/1996	CRM Guidebook for the City of Lapu-Lapu, Cebu
20-CEB/1996	CRM Guidebook for the City of Cebu
21-BOH/1996	CRM Guidebook for the Province of Bohol
22-BOH/1996	CRM Guidebook for the Municipality of Buenavista, Bohol
23-BOH/1996	CRM Guidebook for the Municipality of Calape, Bohol
24-BOH/1996	CRM Guidebook for the Municipality of Clarin, Bohol
25-BOH/1996	CRM Guidebook for the Municipality of Inabanga, Bohol
26-BOH/1996	CRM Guidebook for the Municipality of Tubigon, Bohol

Doc. No.	Document Title
27-DAV/1996	CRM Guidebook for the Province of Davao del Sur
28-DAV/1996	CRM Guidebook for the Municipality of Digos, Davao del Sur
29-DAV/1996	CRM Guidebook for the Municipality of Hagonoy, Davao del Sur
30-DAV/1996	CRM Guidebook for the Municipality of Malalag, Davao del Sur
31-DAV/1996	CRM Guidebook for the Municipality of Padada, Davao del Sur
32-DAV/1996	CRM Guidebook for the Municipality of Sta. Maria, Davao del Sur
33-DAV/1996	CRM Guidebook for the Municipality of Sulop, Davao del Sur
34-SAR/1996	CRM Guidebook for the Province of Sarangani
35-SAR/1996	CRM Guidebook for the Municipality of Alabel, Sarangani Province
36-SAR/1996	CRM Guidebook for the Municipality of Glan, Sarangani Province
37-SAR/1996	CRM Guidebook for the Municipality of Kiamba, Sarangani Province
38-SAR/1996	CRM Guidebook for the Municipality of Maasim, Sarangani Province
39-SAR/1996	CRM Guidebook for the Municipality of Maitum, Sarangani Province
40-SAR/1996	CRM Guidebook for the Municipality of Malapatan, Sarangani Province
41-GEN/1996	CRM Guidebook for the City of General Santos
42-PAL/1996	CRM Guidebook for the Province of Palawan
43-PAL/1996	CRM Guidebook for the Municipality of San Vicente, Palawan
44-XXX/1996	Not assigned
45-CRM/1996	Proceedings from the Coastal Resource Leadership Challenge: Leadership Opportunities for Coastal Resource Management in Cebu, Bohol, and Negros Oriental
46-CRM/1996	Semi-Annual Report and Quarterly Progress Report No. 2
47-CRM/1996	Proceedings from the Coastal Resource Leadership Challenge: Leadership Opportunities for Coastal Resource Management in Malalag and Sarangani
48-CRM/1996	Proceedings from the Coastal Resource Leadership Challenge: Leadership Opportunities for Coastal Resource Management in Palawan
1-CRM/1997	Quarterly Progress Report No. 3
2-CRM/1997	Annual Report 1996