Social Campaigns for Community Participation in Environmental Management
Mia Iwane, Kalani Quiocho, & Ardena Saarinen
NREM 601, Spring 2018 Semester
Natural Resources & Environmental Management
University of Hawaiʻi at Mānoa

Much of the place-based conservation work pursued in Hawaiʻi relies heavily on collaboration and management rooted in the community to ensure the sustainability and success of its efforts. Local non-profit Mālama Maunalua (MM) aims to employ a collaborative approach, expressing in their Conservation Action Plan that, "The large-scale restoration efforts required in Maunalua's watersheds and marine habitats cannot be solved by any single agency or entity alone. Success in conserving and restoring Maunalua Bay requires that science, community and management act together" (Mālama Maunalua, 2009). To inform MM's efforts in fostering community dialogue, stewardship, and action toward a healthier bay, we conducted a study of a diverse set of environmental outreach campaigns. Through literature review and semi-structured interviews, we sought answers to the following research questions:

1) What are the perceived barriers and benefits to achieving increased community support and action, and what are possible metrics for success?
2) What strategic approaches might MM use to increase community support and action?
3) What information should MM gather about its community so they can adapt specific approaches to increase community participation and inspire behavioral changes?

This document serves as a compilation of lessons learned and recommendations from our semester's work. Given MM's interests, we chose to use community-based social marketing (CBSM) as a framework with which to evaluate strategic approaches to mobilize communities.

Community-Based Social Marketing

Similar to the concept of consumer marketing, community-based social marketing (CBSM) defines the behavior as the product that is promoted. While CBSM is typically used to promote selected behaviors in a community, we want to stress that we used CBSM as a tool to start thinking about strategic planning for community-based conservation efforts. CBSM is a successful alternative to information-intensive campaigns such as the attitude-behavior approach, or the economic self-interest approach. In contrast to conventional approaches, CBSM has proven to be very effective at achieving behavior change. It is effective because of its pragmatic approach that involves five main steps:

1) Carefully selecting the behavior to be promoted in its most non-divisible end-form.
   a) This means that the promoted behavior cannot be divided further into any other behavior. For instance, the behavior of "reducing fossil fuel use" can be divided into many behaviors such as riding a bike, using energy efficient appliances or recycling. But riding a bike, using energy efficient appliances or recycling cannot be divided any further
   b) Determine applicable categories that have the greatest impact on sustainability goal.
   c) Identify behaviors from the most important categories and how they affect the goal.
   d) Focus on a behavior with high impact, high probability, and low penetration.
   e) Identify the audience.

2) Identifying the barriers and benefits associated with the selected promoted behavior.
   a) Review relevant articles and studies.
   b) Observe people engaging in both the behavior to be promoted and the behavior to be discouraged.
   c) Use focus groups to get detailed input on key benefits and barriers. If time and money is limited, consider using intercept questionnaires instead of focus groups and full questionnaires.
3) Designing a strategy that utilizes behavior-change tools to address these barriers and benefits.
   a) Examples of behavior-change tools include:
      i) Communication - which may be more effective depending on the way you frame your messages or how vivid and credible your information is
      ii) Incentives - enhancing and motivating action
      iii) Convenience - making it easy to act
      iv) Prompts - reminding your community of deadlines or other requests for action
4) Piloting the strategy with a small part of the community.
   a) Address any issues before broad implementation.
   b) If necessary, test different methods and refine the program until effective.
   c) Use random and independent sampling with both a control and a test groupo.
   d) Focus on measuring behavior changes.
5) Evaluating the impact of the program once implemented broadly.
   a) Collect baseline information on current level of behavior before implementing the strategy
   b) Implement the strategy and collect data.

We highly recommend becoming familiar with the content and information provided by Environmental Psychologist Doug McKenzie-Mohr PhD on his website www.cbsm.com. This site will provide MM with multiple tools and resources to create strategies for future environmental campaigns. There are case studies, turn-key strategies, discussion forums, and the full contents of his book published here that will help MM guide the creation and implementation of any new campaign strategy. Developing strategies will require the selection of tools based on both barriers and benefits. The strategy design should then be presented to focus groups prior to the pilot test. While CBSM requires the investment of time and money up-front, its practicality and careful planning process has been shown to benefit a variety of community mobilization efforts.

Interviews
Our interviewees included 8 professionals from the following local organizations and environmental initiatives: Makai Watch, The Nature Conservancy, Paepae o Heʻeia, West Maui Kumuwai, Polynesian Voyaging Society - Promise to Pae ʻĀina, West Pacific Regional Fishery Management Council (WPRFMC), and Conservation International. Though many of these have not used CBSM as a strategy, many of their components apply principles of CBSM and help to illustrate its utility.

What We Learned

In this section we provide the key results of our work as they address our three research questions. For navigability, we've ordered them thematically. Any quotes provided were taken from interview, unless otherwise indicated.

Research Question 1: What are the perceived barriers and benefits to achieving increased community support and action, and what are possible metrics for success?

a) Barriers

- Lack of trust: The historical reputation of an organization--including its staff, board members, and partnering organizations--may either inhibit or facilitate its relationships and trust-building processes with the community. Based on interviewee responses, lack of trust as a barrier may be overcome through non-extractive, face-to-face interactions that are repeated through time, and consistently attended by committed staff or leadership.
- Mismatched understandings: The novelty of a management strategy might make it unfamiliar to the community. The WPRFMC's statewide bottomfish quota, for example, was initially met with resistance from the community. As the intent of the policy and its benefits were clarified through multiple community meetings, and fishers were integrated into the stock assessment process, community understanding and support grew. In other cases, conflicts between the established perceptions of stakeholders may require more than information-delivery. For example, some long-term Maunalua residents identify coastal development as the primary driver for marine habitat degradation and subsequent declines in fish abundance; other narratives implicate overfishing as a primary driver.
- Structural limitations: Federal and state agencies, non-profit organizations, and communities all have limitations based on the capacity of their personnel, financial resources, external policies, governance, operational protocols, and cultural norms, or some other area that affects the socio-ecological systems. For example, the State of Hawaiʻi has jurisdiction of the nearshore ocean and submerged lands extending from zero to three nautical miles from the coast.
- Unique Universal Barriers: Interviewees identified a number of universal barriers and contextualized them based on their experiences. An interviewee identified communication as a barrier because in their experience it was the most critical and limiting factor for success. Another interviewee highlighted that competition among non-government organizations for staff and funding is a barrier, therefore an organization needs to stand out and make sure that it can attract "good staff" and funding awards. The Political opposition, funding, capacity, and time were commonly perceived barriers that were both internal and external to the organization.

b) Benefits

- Community empowerment: Community members can find voice, agency, and independent initiative through participatory processes. WPRFMC's effort to document native Hawaiian marine and land management practices stimulated some community members to revive the ʻaha moku system through state legislation. In a very different example empowerment, community engagement in smart metering technology enables participants to monitor and adjust their energy consumption patterns to reduce household expenses (Anda & Temmen, 2014).

- Trust-building: Community engagement has the potential to manage participants' expectations, forge new relationships, and build trust. Create opportunity to problem-solve creatively and collectively, provide feedback on management options, and engage underrepresented stakeholders.
- Improved understanding of socio-ecological systems: Facilitated meetings for working groups, advisory groups, or stakeholder engagement may also facilitate the exchange of knowledge between participants, lending each stakeholder group's recognition of a greater system complexity than before the engagement process began (Xavier et al. 2018). For example, combined stakeholder knowledges might contribute awareness of political, regulatory, technical, and ecological contexts. Where information is lacking, experienced fishers might contribute their time and capital to improved data collection processes.
- Creation of robust solutions: Following greater understanding of socio-ecological complexities, management strategies can be developed in practical, informed way. Xavier et al. found that dialogue between three stakeholder groups resulted in the delimitation of a management area larger than any of the groups' original proposals, based on collectively determined criteria (2018). Participatory processes can also provide safe spaces to creatively problem-solve and offer feedback on management options (Mease et al. 2018). Finally, community participation and its associated benefits may promote the perceived fairness of management strategies and compliance (Bose & Crees-Morris, 2009). This final point is important considering the lack of local regulatory enforcement.
- Improved community and environmental well-being: According to the interviewees this includes improved environmental health, increased safety, changes in behavior, and a healthier happier community. A sense of place is another important component to this and an interviewee indicated that a sense of place comes across when "community cares about place and can educate others".

c) Metrics of Success

The way an organization measures its success depends on the goals it sets out to achieve. Thus, greater goal specificity makes it easier to define success metrics. The following are examples of metrics compiled for some of the constructs (underlined) found in the literature and interviews.

- Community participation: An organization seeking to increase community participation might track its progress by counting volunteer numbers over time, engaged schools, or hours spent by each volunteer on a particular project or activity. Evaluating the diversity of its participants is also a useful way to measure community participation.
- Organizational reach: Progress toward increased organizational reach might be measured by counting likes and shares on social media platforms such as Facebook and Twitter, or the number of individuals signed up for a newsletter.
- Participant response: Tracking the number of returning volunteers is a useful metric for participant receptivity to a given program. Participants and volunteers might also be surveyed to gather perspectives about a project or event (Creed et al. 2018), and cultivate long-term relationships by maintaining consistent communication with this group and recognizing their efforts.
- Social learning: If the goal were social learning and knowledge exchange, it might be useful to speak to participants throughout process to monitor shifts in perspective. With respect to

management, facilitators could document originally proposed management plans and final management plans after collaborative dialogues (Xavier et al. 2018).

- <u>Funding</u>: The amount of money donated and by the number of donors is a basic means to measure commitments. The fact that the organization and/or projects are funded is an indication of success. It is also important to understand funders by type and interests.
- <u>Mission Statement</u>: A basic qualitative means to measure success is the evaluate if the organization is accomplishing its mission statement.

Research Question 2: What strategic approaches might MM use to increase community support and action?

- <u>Strategic Approaches</u>: Consider a strategic approach that has reported success such as community-based social marketing, collective impact approach or a community-based approach. Literature is available for each of these strategies mentioned. There may also be trainings or workshops on these approaches. The collective impact approach and community-based approach were not covered in the literature review, but instead were identified as current strategies of the affiliated organizations and initiatives of our interviewees. There are many other strategies that exist. Each particular strategy should be considered in regards to the objectives of the organization.
- <u>Explicit Goal Definition</u>: If the goal is community adoption of a behavior, CBSM provides a useful framework as described on page 1. Whether or not CBSM is employed, objectives should be clearly defined in their non-divisible form, and communicated with transparency and consistency. Organizations entering the community with "a fuzzy idea of what they want to do... [figuring] it out as [they] go" can frustrate the community. Whatever an organization's role in engagement processes, or level of participation it decides to pursue, commitment and clarity are key. One interviewee emphasized that promises should not be made to the community, given the constantly shifting nature of socio-ecological landscapes.
- <u>Budget</u>: After goals are clearly defined, a budget review is helpful to make sure commitments are reflected in the way resources are allocated. Find partnerships and project sponsors to extend your reach and funding opportunities. Remember that budgeting is not restricted to finances: "Convening," for example, "in and of itself… is not an expensive ordeal. It is expensive emotionally and it's expensive in terms of time." Another interviewee expressed that if community engagement and input are being sought, "You need to go out there and show up over and over and over again…" to demonstrate sincere investment in the work. "[You] have to be sincere in really really listening and not just using [the community] in the process, and saying, 'Oh we talked to those guys but this is what we're gonna do anyway.'"
- <u>Communication</u>: Share objectives widely, so that they are accessible along with your outreach strategies. Different groups in the community will be receptive to different kinds of outreach. Suggestions for spreading the word about projects or events included posting flyers on bulletin boards, creating radio announcements, or submitting material to a community newsletter or fishing magazine. Think also about when, where, and how it's best to engage with different community members. Each island community, for example, has a different culture and lifestyle. As a result, public meetings are best scheduled at certain times and days depending on the community in order to maximize attendance.

Generally it is helpful to begin with positive dialogues and points of convergence, asking, 'What are you already doing or willing to do that aligns with our interests?' instead of, 'How can we change your behavior or start something novel together?' This facilitates collaboration and maximizes program sustainability. To avoid isolating stakeholders, one interviewee suggested that MM emphasize the diversity of its initiatives, which focus on multiple ecosystem components including land-based source pollution, runoff, and algal abundance. The same interviewee cited MM's Great Huki communication efforts as a successful example because of its multifaceted messaging which described the historical state of Maunalua Bay, what MM is doing and why, and how individuals in the community can help.

- Messaging:
  - Relate everything to the mission rather than the activities or programs.
  - Make it clear about what is being discussed or proposed, and why (e.g. via social media, press coverage, website).
  - Identify and select the right messengers to carry your messages. Messenger recognition and relatability are conducive to support.
  - Connect environmental issues/problems to people's everyday lives
  - Make messages relevant to both the individual and the collective community, and to the neighborhood, valley and the region.
  - Create a consistent messaging plan as a mechanism to celebrate and honor those who have been engaged as volunteers. This could provide a meaningful way to keep your volunteer base excited and coming back.
  - Brand the place before the organization.
- Assessment: Be aware that certain projects and strategic actions need constant attention or "high touch" as one interviewee expressed. Another interviewee thought it was important that organizations do not focus only on tools, projects and products at the expense of relationships and the organization's ability to assess its overall performance from time to time. Make sure that you are focusing on the mission, vision, goals, objectives and values of your organization.
- Co-management: Depending on the objective of the organization or community, co-management can be an effective way to share responsibility and create opportunities for reconciliation. Co-management acknowledges pragmatic developments and progression towards pluralistic management within systems, like communities or governments. Co-management is structured in terms of context, components, and linking mechanisms and is an indication that the community, government and or others are ready to be a community.

Research Question 3: What information should MM gather about its community so they can adapt specific approaches to increase community participation and inspire behavioral changes?
- Identifying community: Identify and include "all people who have an interest in whatever you're trying to achieve"; do not be selective! Whatever the objective, everyone should be made aware and given the opportunity to respond. Being attentive to the way community members react will then play an important part in responding and communicating effectively with the community.
- Getting to know the community: An organization's ability to identify and reach a community will depend largely on putting in the time to listen, becoming familiar with its diverse perspectives

and schedules, and piloting different communication strategies. There are qualitative and quantitative methods to understand community demographics and perspectives, such as conducting a survey, interviews, focus groups, or conducting a stakeholder analysis. Often though, learning the intricacies of effective community engagement and mobilization will take place "over the years; understanding the community, and listening to the community when they come to your meetings, because they'll tell you." One interviewee suggested providing regular opportunities to chat with the community, not just to address emerging issues or advance an MM agenda: "One thing that's successful in any effort is talk story sessions. Get together and provide an opportunity for anybody to come by and voice their concerns. It's gonna suck at first because attendance will be low or the people that do come will be regulars."

Rules of Thumb
- Expect to invest time and energy! Trust-building takes place on the scale of years.
- Consistency and accessibility are key
- "If you wanna talk to the heart of the community [you] have to make a concerted effort"

Recommendations
- Know and celebrate the place
  - Brand the place before the organization
  - Include lineal descendants, Native Hawaiians and long-time residents
    - Get manaʻo on past conditions, historical changes, and what is important to them and how they would envision the organization giving back to the place.
  - Preserve and perpetuate the culture and history
    - Learn and teach the moʻolelo, oli, mele, history, geography (original place names), natural history, hydrology, phenology etc. of the place.
    - Name the source and do not misappropriate culture
- Community Engagement
  - Network within and beyond the community
  - To engage with fishing community: Invest in Makai Watch program so that more fishers are aware of regulations and actively participating; this may increase buy-in when new rules are proposed
- Organization structure
  - Consider a diverse board and staff. Successful community organizations with diverse boards and staff are Nā Mamo o Mūʻolea, Maui Nui Makai Network,
- Partnerships
  - Know the other local organizations and how they align with your mission
  - Seek out appropriate schools, NGOs and/or families in the community, and conduct your program or project with them
  - Share resources and information, share credit for successes
  - Partner with businesses but realize that this comes with other "baggage"
  - Seek out advisors/advisory groups on an ongoing basis (including Native Hawaiian cultural advisors are particularly important to have
  - Cultivate relationships with select media people

- ○ Create a database of current and potential partners:
  - ■ Teachers and school principals
  - ■ Neighborhood board and elected officials
  - ■ Government agencies working in place
  - ■ Media contacts
  - ■ Volunteers by type and interests
  - ■ Funders by type and interests
  - ■ NGOs, churches, community associations, clubs and businesses (prioritized by mission alignment)

Conclusion

In this report we presented key barriers to and benefits of community engagement, examples of ways to measure the success of different community mobilization efforts, and outlined strategic approaches to achieving community participation and action. Mobilizing a community to environmental stewardship is clearly not a task without its challenges, but Maunalua, with its population of 60,000, has great potential to collectively care for its watershed and bay. Mālama Maunalua has an opportunity to play a critical role in collective community action. Community-based social marketing, collective impact approach and community-based approach are just a few of the strategic approaches and tools at its disposal. Ultimately MM's progress toward a revitalized Maunalua Bay will require investment of time and money in a transparent, objective-driven, inclusive, and reflective approach.

References

Anda, M. & Temmen, J. (2014). Smart metering for residential energy efficiency: The use of community based social marketing for behavioural change and smart grid introduction. *Renewable Energy, 67*, 119-127.

Bose, S. & Crees-Morris, A. (2009). Stakeholder's views on fisheries compliance: An Australian case study. *Marine Policy, 33*, 248-253.

Creed, R., Baily, B., Potts, J., Bray, M., & Austin, R. (2018). Moving towards sustainable coasts: A critical evaluation of a stakeholder engagement group in successfully delivering the mechanism of adaptive management. *Marine Policy, 90*, 184-193.

Mālama Maunalua (September 2009). *Maunalua Bay Conservation Action Play: A Community's Call to Action.* Retrieved from http://www.malamamaunalua.org/wp-content/uploads/09-CAP_finalSM.pdf

McKenzie-Mohr, D. (2000). Promoting Sustainable Behavior: An Introduction to Community-Based Social Marketing. Journal of Social Issues, 56, 543-554.

McKenzie-Mohr, D. Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing. Gabriola Island, Canada, New Society Publishers, 2011.

Mease, L.A., Erickson, A., & Hicks, C. (2018). Engagement takes a (fishing) village to manage a resource: Principles and practice of effective stakeholder engagement. *Journal of Environmental Management, 212*, 248-257.

Xavier, L.Y., Jacobi, P.R., & Turra, A. (2018). On the advantages of working together: Social Learning and knowledge integration in the management of marine areas. *Marine Policy, 88*, 139-150.