

Power Sharing in the Coastal Zone:


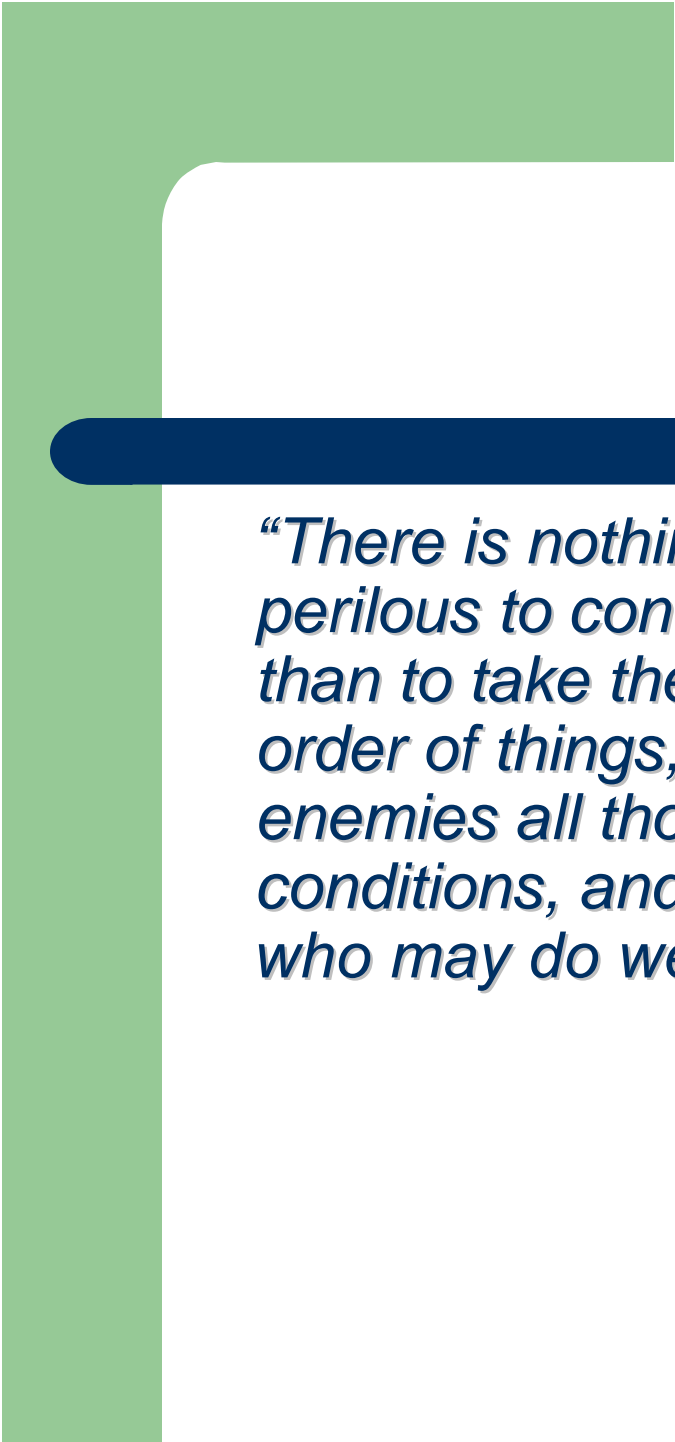
Shifting Roles of Government in Community-based Coastal Management

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Rationale for this Research

- Growing number of initiatives worldwide in which governments and community-based organizations are working together and claiming to 'share' responsibility
- The meaning and implications of these partnerships are poorly articulated and understood
- Scarce in-depth research on the respective and shared roles
- No examination of the specific management functions within these partnerships and which party should lead
- Terminology loosely applied and conflicting



“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success than to take the lead in the introduction of a new order of things, because the innovator has for enemies all those who have done well under the old conditions, and only lukewarm defenders in those who may do well under the new.”

Niccolo Machiavelli (1469-1527)

Hypothesis / Research Aims

Hypothesis:

- That the effective functioning and sustainability of government-community partnerships in ICM will be strengthened by a clearer definition, mutual understanding and acceptance of the shared and respective roles, responsibilities and accountabilities among the government and community partners in these initiatives.

Research Aims:

- Demonstrate that governments are willing to share selected management responsibilities with community-based organizations (CBOs) and that CBOs are willing and able to assume specific responsibilities;
- Describe the conditions under which such power sharing occurs; and
- Identify specific management functions that can and are willing to be shared by both parties

Research Approach

- Literature review – over 30 different fields
- Focus on ‘hybrid’ (i.e. gov’t-community) governance
- Case study – Atlantic Coastal Action Program
- On-line survey (48%)
 - 92 participants / 4 categories of actors
 - 12 question categories / 90 specific questions / 2 timeframes
- Follow-on in-depth Telephone Interviews (64%)
- Combined analysis and Interpretation
- Focus on the role of government

Literature Fields Reviewed

- Alternative service delivery
- Behavioural science
- Coastal and ocean management
- **Community psychology***
- **Community sociology***
- Democracy
- **Developmental studies***
- **Environmental planning***
- Ethics
- Fisheries co-management
- Forestry
- **Human ecology***
- Law
- Management theory
- **Marine policy***
- Marine resource economics
- **Planning***
- Education and research
- Policy studies
- Political geography
- **Political science***
- Program evaluation
- **Public administration***
- **Rural studies / sociology***
- Social anthropology
- **Society and natural resources***
- Town planning
- Theoretical politics

* Most influential

Thesis Structure

- Ch. 1 – Introduction
- Ch. 2 – Lexicons, Ladders and Wheels
- Ch. 3 – Case Study Methodology
- Ch. 4 – Case Study - ACAP
- Ch. 5 – Power Sharing Roles/Responsibilities
- Ch. 6 – Conclusions

Management Function Categories

- Strategic planning
- Financial management
- Organizational management
- Human Resources management
- Partnership management
- Knowledge management / Generation
- Networking
- Media relations and engagement
- Community-stakeholder relations / civic engagement
- Political relations
- Bureaucratic relations
- Regulatory compliance / enforcement

Exclusive Government Lead	Government Lead – Community Support	Community Lead – Government Support	Exclusive Community Lead
Strategic Planning			
<p style="text-align: right;">Vision Setting--Individual ACAPs ←Issue Identification for Community ←Priority Setting--Individual ACAPs</p> <p style="text-align: center;">Determining Desired Outcomes/Results--Individual ACAPs ←Project Selection Management Plan Development</p> <p style="text-align: left;">New ACAP Site Selection→ Determining ACAP Program’s Future→ Monitoring/Review/Evaluation/Reporting—Program Overall→ Monitoring/Review/Evaluation/Reporting--Individual ACAPs→</p>			
Financial Management			
<p style="text-align: left;">Securing Core Financial Support--Program Overall→</p> <p style="text-align: right;">Securing Core Financial Support--Individual ACAPs→ Securing Infrastructure Support Securing Project Funding/Preparing Applications Allocating Funds to Priorities→</p> <p style="text-align: left;">Financial Accountability—Program Overall→</p> <p style="text-align: right;">←Financial Accountability—Individual ACAPs</p>			

Key Research Findings

- Appropriate to speak of '*shifting*' vs. 'shrinking' role for government
- No clear pattern of differences among government and community participants or those close/less close to the program
- Most management functions desired to be led by community organizations
- Only 4 / 83 management functions assessed as led exclusively by government
- Desire for even more Gov't-CBO collaboration in future
- Gov't must meet its legal responsibilities and accountabilities while facilitating community leadership where best placed
- Clarity on respective roles and responsibilities key to clear and effective partnerships

Contribution to Knowledge

- Clarity on key terms used (esp. 'governance')
- Demonstrated that governments can share many management functions with CBOs
- Delivery, accountability and strong relationships result
- Various entry points into relationship
- Most change required by governments

Future Research Needs

- Similar investigation in:
 - Different cultural / political / socio-economic settings
 - Initiatives at different stages of relationship and capacity
 - Larger-scale settings
- Contrast efficiency/effectiveness of this approach to
 - Top-down approaches (government driven)
 - Bottom-up approaches (community driven)
- Whether formalizing relationships (e.g., MOUs) would add value
- The role of ‘communities’ in these processes
- Financial sustainability post gov’t support

Prognosis

- The current demand from the public/CBOs to be meaningfully involved in CB-ICM will increase
- Uptake will be slow (Machiavelli's enemies / lukewarm defenders)
- Growing support with additional empirical evidence