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Social marketing of healthy river basins

by

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Contents

Acknowledgement.....	i
Acronyms and abbreviations.....	ii
Summary.....	ii
1 Introduction.....	1
2 What is social marketing?.....	1
3 Examples.....	1
4 Behaviour and behaviour change.....	2
5 Implementation of social marketing.....	3
6 Example from Central Cebu.....	4
7 Conclusion.....	5
References.....	5
If you want to know more ...	5

Appendices

A The Central Cebu pilot area.....	6
B Social marketing in Central Cebu.....	12

Acknowledgement

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Acronyms and abbreviations

IEC:	Information, education, communication
IWRM:	Integrated water resources management
LGU:	Local government unit (barangay, city, municipality, province, region)
MCWD:	Metro Cebu Water District
NGO:	Non-government organization
NIA:	National Irrigation Administration
NRE:	Natural resources and environment
O&M:	Operation and maintenance
PHP:	Philippine peso
PO:	People's organization
RBC/RBO:	River basin committee/river basin organization
USD:	US dollar
WSS:	Water supply and sanitation

Summary

Social marketing is the use of traditional commercial marketing for social development. Based on education and awareness-building, social marketing takes on the further step to change the attitudes and improve the behaviour of the target group for their own benefit, as well as for the benefit of society as a whole.

Social marketing can be an inexpensive and highly efficient supplement to costly structural developments (such as water supply, sanitation, or flood protection). Sometimes, social marketing is an attractive option in its own right, to achieve some development where formal regulation can be less practical or have unintended side effects (such as the appropriate use of pesticides in agriculture).

Social marketing for IWRM can give people the behavioural experience that change is not only possible, but can be positive and beneficial to them.

The present paper introduces the concept and presents some suggestions on its application, together with an example from Central Cebu, the Philippines.

1 Introduction

Integrated water resources management (IWRM) supports a holistic and participatory development of land, water and related resources.

Social marketing, as piloted for several decades in many countries, can support IWRM-based development in many ways.

The present paper introduces the concept and presents some suggestions on its application.

2 What is social marketing?

Social marketing is the use of traditional commercial marketing for social development. Based on education and awareness-building, social marketing takes on the further step to change the attitudes and improve the behaviour of the target group for their own benefit, as well as for the benefit of society as a whole.

Social marketing can be an inexpensive and highly efficient supplement to costly structural developments (such as water supply, sanitation, or flood protection). Sometimes, social marketing is an attractive option, in its own right, to achieve some development where formal regulation can be less practical or have unintended side effects (such as the appropriate use of pesticides in agriculture).

3 Examples

Safe drinking water

This is a classic case for social marketing. Good practices for raw water collection and/or in-house treatment can improve the hygienic quality of drinking water, which, in turn, will reduce the risk of water-related diseases for children and adults.

Urban floods

A new (and expensive) drainage system has been built, but still, at the first thundershower of the season, the entire area becomes inundated. This is because the drains are used for irregular disposal of solid waste, even if orderly garbage collection is provided. Social marketing can persuade people to deposit their waste at the right time and place, and everyone stands to win.¹

Agricultural pesticides

A survey has found traces of agricultural pesticides in edible fish from the river. In this area, farmers can buy cheap imported pesticides on the market, but labeled in an incomprehensible foreign language, and applied on the basis of a purely anecdotal

¹ Example from Kandal District, Phnom Penh, July 2010

evidence of possible benefits. Often, the pesticides (and the farmers' money) are wasted, and the environment becomes polluted for no reason whatsoever, because the chemicals are applied for purposes for which they are not suited, or at the wrong time - just before a rainshower, or too late in the cultivation cycle.

Win-win strategies

Evidently, social marketing will be powerful when based on strategies where both the decision-maker and the society stand to benefit. There are quite a number of such strategies, as exemplified in the table below.

Table 1: Win-win strategies

Good practice	Decision-maker	Value to decision-maker	Value to society
Disinfection of otherwise risky drinking water	Households	Reduced health risk	Improved public health in support of socio-economic development
Appropriate solid waste disposal	Households	Better environment, reduced flood risk	Better environment, reduced flood risk
Water utilization and energy consumption by households	Households	Reduced costs	Improved resource availability, reduced pollution, reduced pressure on investment needs
Disaster preparedness: Floods, drought	Households	Reduced risk of losses	Reduced social and economic vulnerability
Water utilization for irrigation	Farmers		Improved resource availability, reduced pollution, reduced O&M costs and investment needs
Appropriate use of fertilizers and pesticides	Farmers	Reduced costs, improved benefits, reduced occupational hazards	Reduced pollution, improved public health
Water utilization and energy consumption by industries	Industries	Reduced costs; possibly a positive corporate image (perhaps supported by certification)	Improved resource availability, reduced pollution, reduced pressure on investment needs

4 Behaviour and behaviour change

'Behaviour' is doing something in a certain way. Social marketing aims to develop a desired behaviour, or *changing* a less desired behaviour.

People do not undertake instantaneous behaviour change. They work their way up to it gradually through clearly defined stages:

- 1 Precontemplation - not thinking about behaviour change as appropriate at this time
- 2 Contemplation - thinking about and evaluating recommended behaviours
- 3 Preparation - deciding to act and putting in place what is needed to carry out a behaviour

- 4 Action - applying the behaviour for the first time
- 5 Confirmation - committing to the behaviour and having no desire to return to earlier behaviour. This is also called the maintenance stage

A desired behaviour is supported by a set of motivation factors:

- Knowledge: Awareness of options and understanding of benefits, generating an interest in change;
- access to support services;
- relapse strategies;
- social support; and
- proven benefits.

Knowledge

Knowledge and increased awareness do not necessarily translate into behaviour change. But behaviour change does not happen without knowledge or awareness.

Support services

Deciding to act and establishing systems to carry out a behaviour will not be successful without the support mechanisms like facilities, sustained educational programs, and enforcement of ordinances.

Relapse strategies and social support

Maintaining a desired behaviour requires continuing institutional and social support to prevent relapse.

Benefits

A behaviour change depends on perceived benefits, such as improved health, improved safety, improved environment, other social benefits, and/or economic returns.

5 Implementation of social marketing

Tasks

Social marketing involves the following tasks:

- 1 Creating awareness and interest: The target group has to be aware that there is some new behaviour to be chosen, and that it may be desirable in the current situation.
- 2 Changing values: In case of important changes in customs, the target group must believe that the proposed behaviour is acceptable to people like them.
- 3 Persuading: Once the target group has perceived that a behaviour is acceptable, it needs to be convinced that it is personally desirable to do so.
- 4 Creating action: There is a difference between convincing people that a behaviour is a good thing and getting action.
- 5 Maintaining change: The communication campaign cannot stop when people make the necessary first step if the goal is sustained behaviour change.

Stages

The following stages may be conducted:

- 1 Research the need
- 2 Identify the target audience
- 3 Develop key messages and strategies
- 4 Consult the target audience
- 5 Implement the plan and product
- 6 Evaluate the plan and product

Table 2: Simplified Communications Logic Model

Target audience	Desired behaviour	Key motivation	Major activities
<i>Group that needs to change behaviour</i>	<i>What needs to be changed</i>	<i>Benefits</i>	<i>Strategies, IEC materials</i>
Who	What	Why	How
Residents beside the river	Participation in water resources management	Clean water; beautiful river	Community meeting; law enforcement

The target group

Like in commercial marketing, a sharp (and possibly narrow) delineation of the target group can support a successful outcome. So can a good understanding of the attitudes and motivation factors of the target group.

Barriers

When promoting a clever message, where everyone stands to win, the question may be asked why this message has not been adopted a long time ago? There may be barriers - perceived or real - to an otherwise desired behaviour. Awareness of such barriers, and appropriate ways to get around them, can be important for a successful outcome.

6 Example from Central Cebu

The Central Cebu pilot area, covering three small river basins: Mananga, Kotkot and Combado-Lusaran. The area is described in Appendix A.

Social marketing plans were prepared for each basin during stakeholder workshops in May and July 2010. A combined extract of the three plans is provided in Appendix B.

Figure 1: View from the pilot area



7 Conclusion

River basin management must give people the cognitive tools to judge what is sound water resources management. At the same time, social marketing for IWRM can give people the behavioural experience that change is not only possible, but can be positive and beneficial to them.

References

MCWD (May 10): Report from 1st stakeholder workshop for Mananga, Kotkot, and Combado-Lusaran River Basins, Central Cebu. Prepared by Metro Cebu Water District under ADB RETA 6470: Managing water in Asia's river basins

MCWD (Jul 10): Report from 2nd stakeholder workshop for Mananga, Kotkot, and Combado-Lusaran River Basins, Central Cebu. Prepared by Metro Cebu Water District under ADB RETA 6470: Managing water in Asia's river basins

If you want to know more ...

... please refer to:

National Social Marketing Centre (NSMC) website: <http://www.nsmcentre.org.uk/>
NSMC is a strategic partnership between the Department of Health in England and Consumer Focus, a statutory consumer organization

Weinreich, Nedra Kline (06): What is Social Marketing? ... and several other articles on social marketing published on <http://www.social-marketing.com/>

Appendix A: The Central Cebu pilot area

This appendix describes the context for social marketing in three small river basins in Central Cebu. The observations are based on focal group discussions carried out in late 2009/early 2010.

General

Between them, the Mananga, Kotkot and Combado-Lusaran basins have a population of 210,350 and an area of 480 km², including the Central Cebu Protected Landscape and downstream urban areas surrounding Cebu City.

The development agenda comprises poverty alleviation and livelihoods; access to safe water, sanitation and electricity; land degradation; habitat conservation; storage capacity; roads; and tourism.

The area is an important source of raw water for Cebu City and its adjacent metropolitan area.



Water uses and water supplies

In all barangays² water is used for drinking, cooking, bathing, washing clothes and other household needs. In most of the barangays, they also use water for farming and drinking and bathing needs of their animals.

The rivers have little and polluted water, affected by backyard piggeries, quarrying of sand and gravel, and dumping of garbage.

During the rainy season, people in the uplands enjoy abundant access to water, but in dry months, they experience difficulties. During water shortages, residents in some barangays get water from other barangays.

² A barangay is the lowest administrative unit in the Philippine local government (with a population ranging from less than 500 to more than 3,000 people)

In the upstream barangays, residents have access to communal water tanks/spring boxes, undeveloped springs and deep wells. In areas with water infrastructure the distribution efficiency needs to be improved.

Figure 2: A shallow well near the river bank



In the downstream parts, the residents have better access to water systems. Those who can afford it are covered by distribution networks of water providers like MCWD, Balamban Water District, Abejo Builders, or systems operated by barangays or water associations. Others avail of free water from communal water tanks and tubewells. Some households dig shallow wells beside the river.

In some places, raw water is conveyed from spring boxes or from MCWD outlets via hoses, one hose serving one or several households. Sometimes, water is delivered in drums. Many

households prefer bottled water for drinking, if they can afford it.

MCWD is sourcing water from Mananga and Kotkot for distribution to its consumers in the city.³

Farmers use the river for watering crops, bathing of animals, and irrigation (by irrigation systems established by National Irrigation Authority, NIA). In the downstream barangays, the river is used for washing vehicles. People engaged in livelihood projects such as sack bag production and woodcraft find the river useful for washing their sacks, plastics and wooden products.

The residents are aware that the rivers traverse different barangays and that wastes from one barangay are transported to the next, so that problems in one barangay affect all the downstream barangays.

Protection of the rivers and other water sources

In most barangays, people protect their water sources by planting trees along the road and on the river banks. The usual trees include fruit bearing trees such as jackfruit, and fast growing species like mahogany and gmelina (*'white teak'*).

Some barangays have just started solid waste management programmes. They enforce waste segregation and prohibit garbage disposal in the river. Some are also doing river clean up regularly. Activities are not coordinated. In one case, a barangay undertakes waste segregation and proper waste disposal, but the river remains very dirty due to garbage from upstream carried by the river on rainy days.

Many people who do not pay for their water are not conscious in conserving water. They use water indiscriminately especially during the rainy season when water is abundant. Most of those who pay for their water practice water conservation measures; water conservation is associated with the payment of water bills. People conserve water so that they will pay less.

Water conservation practices include using water from laundry for flushing of toilets and cleaning alleyways.

³ Apart from Cebu City itself, MCWD serves Mandaue City, Lapu-Lapu City, Cordova, Talisay City, Consolacion, Compostela and Lilo-an - in total some 376,000 households with a population of 1.9 million people

Livelihoods

Major livelihoods include

- farming (rice, corn, root crops, mangoes, vegetables, high value crops);
- poultry and livestock raising (piggeries and dairy cattle);
- charcoal making/firewood gathering;
- sand and gravel extraction;
- employment in government and private companies in Cebu City and other cities and municipalities;
- construction work;
- rag making;
- rattan furniture making;
- hollow blocks making;
- small businesses and cottage industries;
- sub-contracting with companies engaged in furniture and fashion accessories;
- livestock trading;
- employment in private manufacturing companies; and
- fishing.

Some people engage in illegal activities such as felling trees for firewood or charcoal. Sand and gravel extraction in prohibited areas also continue to flourish. These illegal activities cannot be controlled unless the people are provided with alternative livelihoods.

Role of women in managing water

The woman or the wife is in charge of cooking and other household chores so normally she is the one attending to the problems concerning water. In this area, however, the husbands and the male children are the ones who fetch water. The women fetch water only when the males are not around.

Water fees and financing

Households connected with MCWD and other water providers pay monthly water bills at the range of PHP 98-260 (USD 2-6) per month, at a unit price of PHP 5-20 (USD 0.1-0.4) per m³. In addition to their regular water bills, households using purified water for drinking spend about PHP 300 (USD 6.5) per month. The price of purified water ranges from PHP 35 to 50 (USD 0.8-1.1) per 5-gallon (19 litre) container.

Others get water from communal reservoirs or deep wells for free. In many areas even the repairs and maintenance are shouldered by the barangay. In some places, users of deep wells take responsibility for their maintenance by contributing to the purchase of materials and by providing free labor when necessary. Some residents pay PHP 100 (USD 2.2) per drum to the person who transports the water from the well.

Farmers pay about PHP 500 (USD 11) per hectare for the use of irrigation provided by NIA. Payment is made upon harvest.

Some people who are currently getting their water for free expressed that they are willing to pay if the water is available and safe. Others expressed willingness to pay but are afraid that they may not be able to afford it.

In some barangays, the communal water systems are owned and managed by the people's organizations or water users associations, which are responsible for the maintenance of the facility.

Most of the barangays allocate a budget for repairs and maintenance of the existing water systems only. The funds for the establishment of water systems come from the city government, provincial government and sometimes from the Congressional funds.

Funds for the establishment of water supply projects can also be sourced from donor agencies and NGOs, which have funded several water systems in the three river basins. The irrigation systems are funded by NIA.

Regulation and enforcement

Some of the barangays have ordinances related to environmental protection/water resources management, while others do not formulate their own ordinances but apply the ones of the city government. Among the ordinances are

- penalizing owners of animals that destroy plants;
- prohibiting sand and gravel extraction;
- prohibiting the use of electro-fishing;
- prohibiting throwing of garbage at the river;
- prohibiting the building of commercial structures near the river;
- cutting trees for charcoal is prohibited.

Although the barangay officials try to enforce these laws, full enforcement is not attained due to the following obstacles:

- Difficulty in monitoring;
- lack of information and education programs on the environment and river;
- lack of alternative livelihood projects for people engaged in environmentally-destructive livelihood activities (e.g. charcoal making, quarrying, etc.);
- lack of financial capacity to sustain efforts on forest protection, enforcement of laws and other programs;
- limited enforcement personnel;
- lack of political will;
- fear to lose friends and votes; and
- lack of coordination among government and non government organizations, barangay leaders and other local government units (cities and municipalities).

The different cities and municipalities also have ordinances related to water resources management. Likewise they have started to implement the Ecological Solid Waste Management Act of 2000 and formulated ordinances to support its implementation.

Not all barangays apply permits for the construction of deep wells and spring boxes. They usually make a deed of donation for the lots where the deep wells will be established. Even at the municipal level, the awareness of regulatory instruments is very low. Only very few have accomplished permits before undertaking the construction of water systems.

Water resources management

All barangays prepare annual investment plans as the basis for release of their internal revenue allotment (IRA) funds. They incorporate water among the priority concerns.

In some barangays, activities are conducted to disseminate information and educate the people on certain concerns such as solid waste management. These efforts are limited, however, and often temporary.

Disagreements among the water users occur, especially when water is scarce, and people have to line up to wait for their turn to fetch water, or when they have to rotate the hose connections to their homes. The incidents, however, are minor and are usually settled directly. So far there has been no need to involve a higher body.

Irrigation users sometimes disagree on the scheduling of water supplies in the field. Such concerns are discussed and settled at the meetings of the irrigators association.

Some barangay captains expressed a wish for better information, coordination and dialogue about the activities of government agencies and NGOs.

The focus group participants in most barangays signified the need to form a river basin organization. Many of them have realized that their problems are interrelated and would be better addressed in collaboration with the other barangays within the river basin.

Stakeholders

A stakeholder is someone with a decision-making authority, *and/or* being (positively or negatively) affected by the intervention, *and/or* in a position to support or impede implementation. Stakeholders in the pilot area include

- residents, farmers, property owners;
- other individuals, companies and organizations who are economically/socially benefiting from the rivers and their water resources (including irrigators associations);
- barangays, municipalities and cities;
- government agencies (national and province level) with mandates on river basin management or water resources management, such as environment and natural resources; public health; agriculture; irrigation; disaster management; and public works and highways; and
- people's organizations (including cooperatives) and non-government organizations (NGOs) involved in river basin management or water resources management.

Among the institutional stakeholders are Metro Cebu Water District (MCWD) and other water service providers that draw raw water within the area for uses in Cebu City and elsewhere outside the area.

People's organizations

Many people's organizations (POs) implement projects related to water resources management. They have varying levels of capability. Some are already in the institutionalization stage, while others are still consolidating. Most of them coordinate with other donors, government and non government organizations for support.

Many such organizations become non-functional once the assisting NGO has left the area. Possible causes are as follows:

- The leaders lack education
- Lack of financial management skills
- Competition from related operators
- Dependency on the leader who initiated the group

Support from national government agencies

Several national government agencies provide assistance to the barangays within water resources management:

- The National Irrigation Authority (NIA) has established irrigation systems in several barangays in all three river basins. The agency also facilitated the organizing of the Irrigators' Associations to manage the irrigation systems and help in collecting payments from the farmers.
- Department of Environment and Natural Resources (DENR) is in charge of forest protection and enforcement of laws and regulations in the protected area. In the past, DENR implemented the Comprehensive Site Development Project aimed at rehabilitation of forest plantations in Mananga Watershed Forest Reserve.

Some leaders of upstream barangays leaders felt that the dialogue with DENR had been inadequate prior to DENR's declaration of the barangay as one of the areas under the Central Cebu Protected Landscape.
- Department of Agriculture (DA) provides training and technical assistance to farmers on organic farming. Also, DA has established shallow tube wells for irrigation for some farmers.
- Metro Cebu Water District (MCWD) is assisting Camp 4 and Jaclupan in Talisay City with implementing a solid waste management programme.

Support from LGUs

The city/municipal LGUs provide technical and financial assistance to the establishment of communal water systems, including deep wells.

- In two barangays, the Municipal Planning and Development Offices (MPDOs) are in charge of establishing the water systems.
- In three other barangays, the Municipal Engineering Offices (MEOs) are the ones in charge of establishing water systems.

Support from NGOs

Some NGOs and institutions are assisting the communities in the upstream barangays:

- The Philippine Business for Social Progress (PBSP) is implementing its *Watershed Resource Management Programme* covering six barangays within the Central Cebu Protected Landscape. Projects include reforestation, promotion of soil and water conservation, provision of water systems, training on appropriate farming technologies, vermicomposting (composting using worms), and livelihoods.
- The Cebu Uniting for Sustainable Water (CUSW) undertakes a forest enhancement and restoration project. CUSW is also advocating the sustainability of Cebu's water resources.
- The Regional Center for Expertise (RCE) implements livelihood projects and environmental protection.
- The Aboitiz Foundation provides financial assistance for livelihood projects and has also funded a water system.
- Ramon Aboitiz Foundation, Inc. (RAFI) assisted people's organizations and local government units in community organizing, environment and natural resources management, sustainable livelihood, water supply development, institution building, and micro-financing.
- The Mag-uugmad Foundation (MFI) has assisted some barangays with funds for water systems and provides training and technical assistance to the farmers for soil and water conservation.
- The Water Resources Center Foundation of the University of San Carlos conducts technical studies on water and related resources and provides technical assistance in the construction of gabion dams and community organizing.

Appendix B: Social marketing in Central Cebu

This appendix is an edited, combined extract of social marketing plans for the Mananga, Kotkot and Combado-Lusaran River Basins, as prepared during stakeholder workshops in May and July 2010.

Desired behavior	Target audience	Message	Means	In-charge	Indicators of success	Means of verification
Better coordination among barangays/municipalities	Municipal & barangay officials	Added value of better coordination	Meetings Joint planning and budgeting An RBO/RBC	One or several agencies involved in de-central NRE management	Practices applied Meetings held Resource sharing Joint planning RBC/RBO established and functional	Minutes of meetings Directory of partners Joint plans
Public support to implementation of regulation	Barangays	Benefits of a healthy river basin	Fora Meetings Posters & leaflets Signs (such as 'this is a protected area') Study tours to ongoing environment programmes	Barangay captains, chairpersons on health and agriculture	Action plans prepared Meetings/ consultations conducted Posters and leaflets Decreased incidence of water-borne diseases	Minutes of meeting Barangay resolutions/ action plans/ preparedness plans Posters and leaflets Photos of billboards/ markers
	Residents, schools, POs (including women, religious groups, youth organizations)	Benefits of a healthy river basin	Fora Meetings	Barangay captains, NGOs, teachers	Community-based monitoring teams for rivers and forests formed and functioning Residents participate in activities such as river clean up, reforestation) Vanguards actively monitor sand and gravel extraction	Activity reports, photos Monitoring reports
	Barangay tanods (Tanod: Locally assigned law enforcer)	Benefits of a healthy river basin	Training and assignment of barangay tanods	DENR, barangays, NGOs	Barangay tanods assigned as park wardens and involved in forest protection	Training reports Assignment documents Monitoring reports

<i>Desired behavior</i>	<i>Target audience</i>	<i>Message</i>	<i>Means</i>	<i>In-charge</i>	<i>Indicators of success</i>	<i>Means of verification</i>
Orderly solid waste disposal	Barangay residents, farmers, business owners, barangay officials, POs, schools	Benefits of a healthy river basin	Implementation of proper solid waste management Information dissemination of good practices	Barangay officials Barangay waste management committee	Decreased incidence of violations Residents practice proper segregation composting, soil & water conservation practices	Presence of compost pits Agro-farming, contour farming Waste segregation garbage bins
Complete paradigm shift from passiveness to proactiveness	Indifferent residents	Benefits of a healthy river basin	Values formation/ human development Leadership seminars	Barangay captains, committee chairmen, teachers	Indifferent /passive residents become advocates and trainers	Trainings conducted Proper practices applied
Acceptance of alternative livelihoods	Residents engaged in environmentally destructive livelihoods	Benefits of sustainability	Leaflets / info materials	NGOs, barangays/ municipalities	Leaflets/info materials distributed	Attendance sheets; training reports
			Skills training	DENR, barangays, NGOs	Skills training conducted & attended by target group	Attendance sheets; training reports New livelihoods adopted and consolidated

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