



# Addressing Capacity Needs for Integrated Coastal Management

*based on lectures delivered by Dr. Chua Thia-Eng*



Convention on  
Biological Diversity

SUSTAINABLE  
 OCEAN  
INITIATIVE

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## Introduction

Welcome to the Secretariat of the Convention on Biological Diversity's (CBD) training guide on Addressing Capacity Needs for Integrated Coastal Management (ICM). This training guide aims to give an overview on building an institutional capacity for:

- Cross-sectoral planning and management
- Communication with different stakeholders as well as indigenous peoples and local communities
- Multi-Stakeholder Engagement.

This guide has been created in support of marine biodiversity and the sustainability of marine resources and should supplement CBD training sessions and workshops. As not all the skills learned in a CBD training session can be implemented based on memory alone, this guide will help training participants pull through their new skills into real world work scenarios.

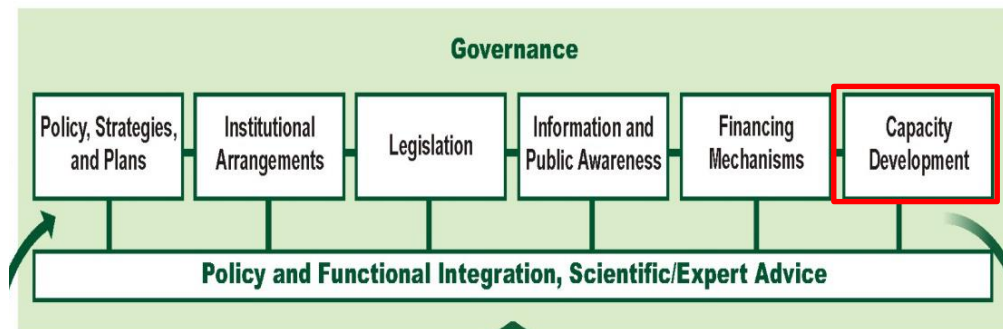
It is important that readers use this guide as a reference when putting their new knowledge into action. To get the most from this guide, readers should aim to draw upon the guide directly when planning, preparing, or practicing the addressing of capacity needs for their ICM program, or to use it as a base for the creation of their own training sessions or workshops.

This module is based on lectures delivered by Dr. Chua Thia-Eng during Sustainable Ocean Initiative capacity building workshops, coordinated by the CBD Secretariat.



## Identifying Capacity Needs in ICM

An essential component of ICM is the development of capacity.



In order to do so, capacity needs within an ICM program must be identified. These can be divided into skills needs and people needs.

### The Skills

There are two categories of skills needs which will form the core of an ICM capacity development. The ICM system (ICMS) includes the building of both management and technical capacity as part of its normal operational practices:

#### Management

- Understanding policy & legislative requirements
- Knowledge of conventions & protocols
- Cross-sector management
- MPA management/conservation
- Resource planning and management
- Crisis management
- Livelihood development
- Pollution abatement
- Habitat restoration
- Water resource management
- Communication and stakeholder participation
- Monitoring and Evaluating
- Many more!



#### Technical Skills

- Geographical Information System (GIS)
- Remote Sensing
- Spatial planning/Functional zoning
- Strategies and plan development
- Rapid Environmental Assessment
- Risk Assessment
- Consensus Building
- Integrated Information System
- Resource Assessment
- Pollution Assessment
- Habitat improvement
- Water analysis
- Many more!





## The People

As well as growing and developing skills, real importance must be given to the growth and development of the people involved in an ICM program.

An effective way of developing someone's management skills is on the job training.

## On-the-Job Training

A coastal manager should receive on-the-job training in several areas, including:



## Desired Qualities of a Coastal Manager

A good coastal manager should have many desirable qualities. Knowing what they are will allow training to be directed in the most effective way. So, what are the desired qualities of a coastal manager?

*Think like a scientist*

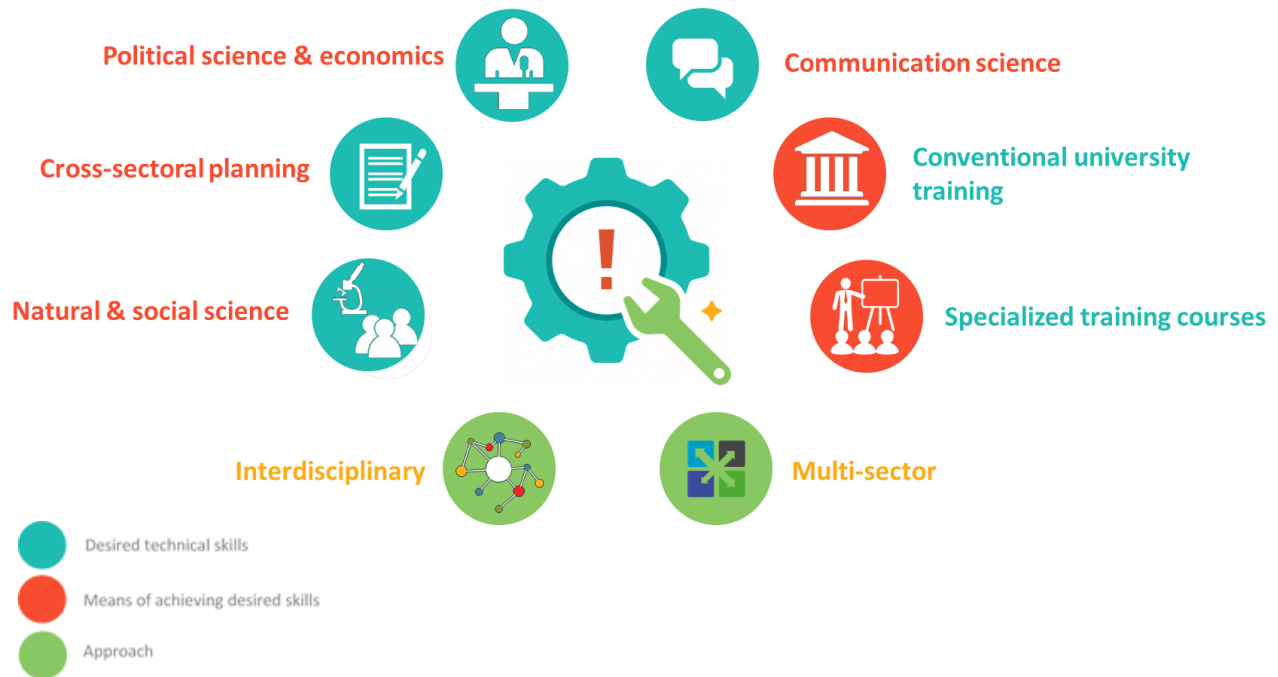
*Work like a manager*

*Speak like a diplomat*



## Development of Major Technical Skills

As well as possessing desirable qualities and undertaking on-the-job training in the right areas, it is also imperative that the development of major technical skills is placed high on the priority list.



## Capacity Building for Local-level Partners

The other group of people on whom capacity building efforts must be focused are local-level partners. It is important to identify who the local-level partners are for your program site.



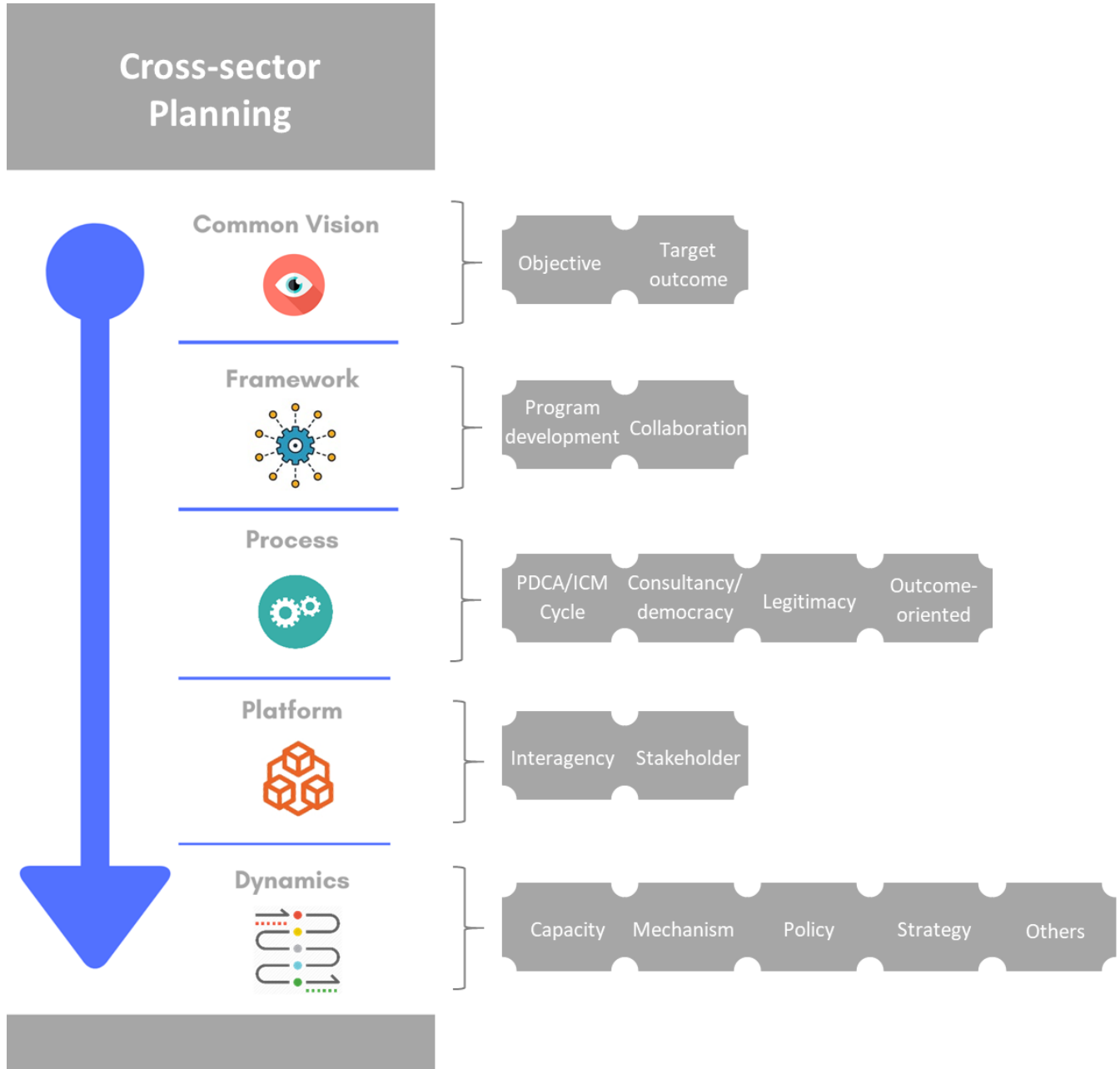


## Capacity Development in ICM

After identifying areas for capacity development, developing them within ICM framework is the next step. There are various avenues within ICM that allows capacity development.

### Cross-Sector Planning

Cross-sector planning allows for numerous opportunities for capacity development within ICM.

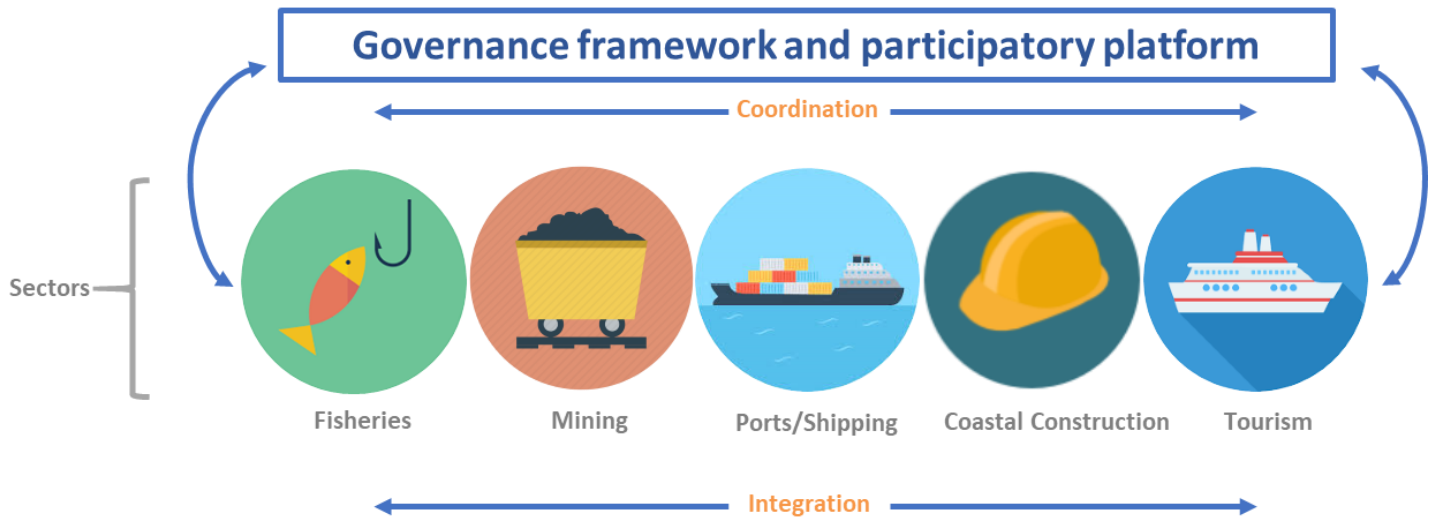


PDCA: plan, do, check, act



## Cross-Sector Management

Cross-sector management is an important skill and must be applied effectively when involving multiple sectors. Successful cross-sector management means taking a team approach to coastal management.

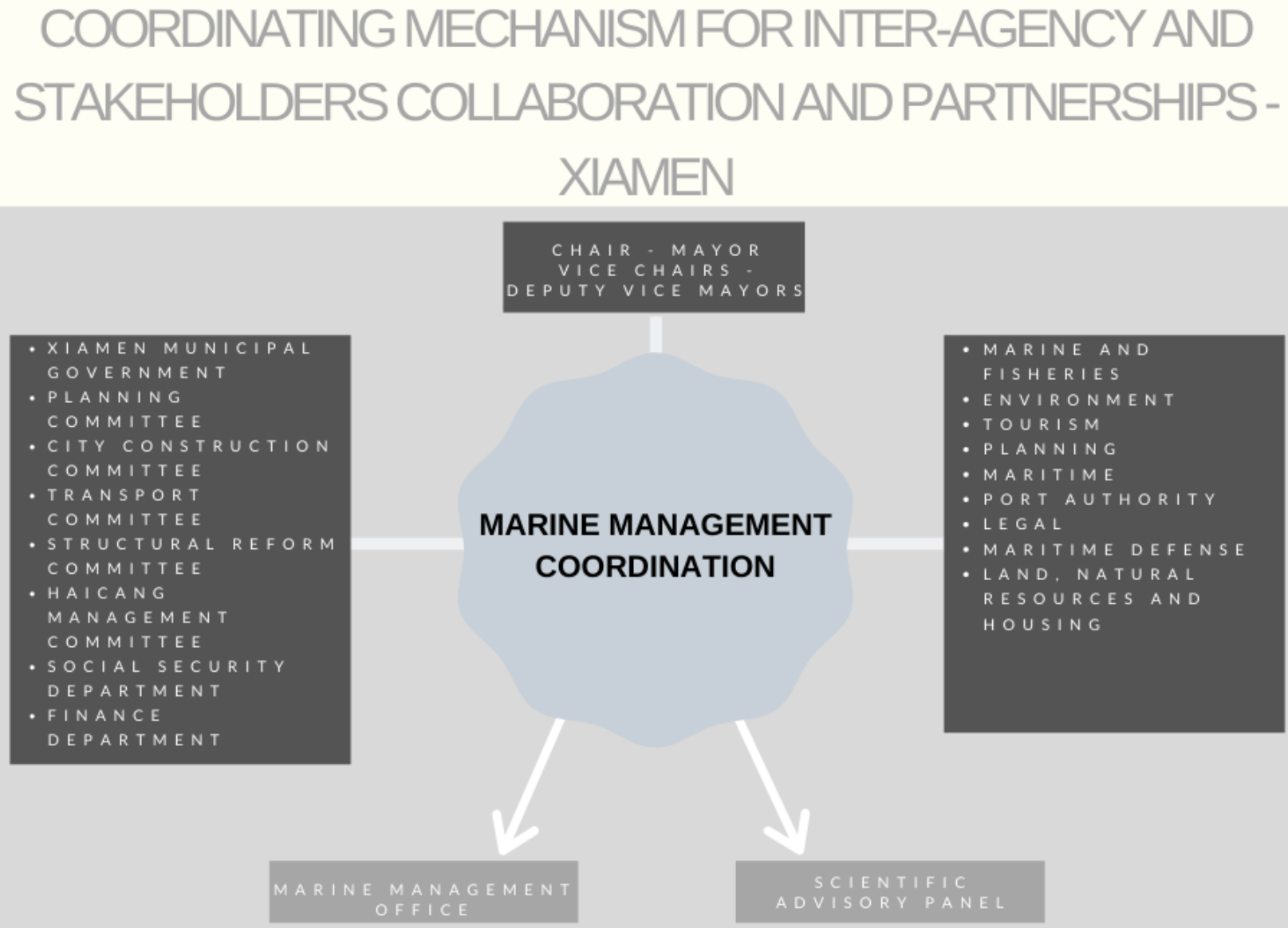


The governance framework and participatory platform associated with the ICM program feeds into the various sectors, which in turn feed back to the platform. The various sectors coordinate and integrate with one another.



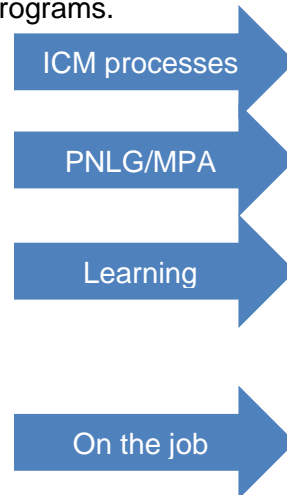
## Institutional Arrangement

Institutional arrangement facilitates cross-sectoral planning and management. Below is an example of a marine management coordinating mechanism for interagency and stakeholder collaboration and partnerships in Xiamen.

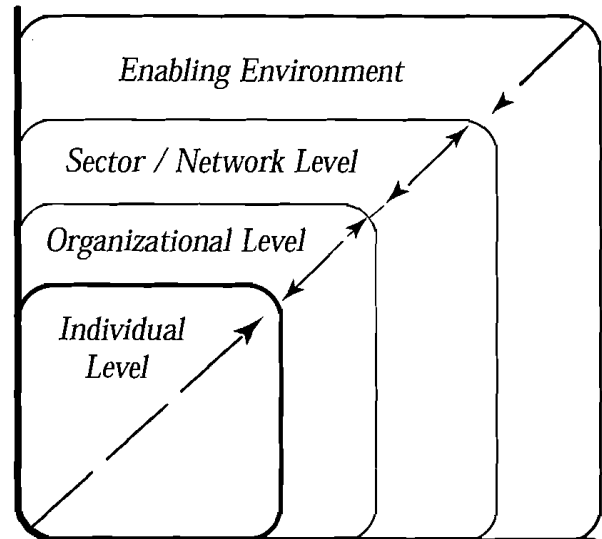


## Learning by Doing

Building local management capacity through “learning by doing” is an integral part of an ICM program, while specialized and technical skills can be secured through either conventional or skill-specific short-term training programs.



## Capacity Development: Conceptual Framework



## PEMSEA Network of Local Governments

A useful resource for cross-sector management are networks of local governments, such as the PEMSEA Network of Local Governments (PNLG).

PNLG provides opportunities for sharing knowledge, experiences, and expertise in ICM, as well as Collective Policy Advocacy toward national governments and international organizations/donors.

Their knowledge and experience come in several forms, including:

- A Code of Conduct to ensure quality in ICM practices
- National workshops (including leadership workshops) to strengthen commitments, cooperation and collaboration
- Ocean Week: annual event in promoting Sustainable Coastal Cities
- PNLG Secretariat – based in Xiamen for the development and expansion of the regional network.



## Internships and Fellowships

A great way to develop capacity in a program site is by providing opportunities to government officials, graduate students and national professionals to acquire hands-on working experience on ICM; upgrade project management skills; and improve knowledge on special areas of marine environmental management. This can be done in the form of:

- Regional internships
- International internships
- Fellowships



# How to Become an Effective Trainer

An effective trainer must have the following assets:



1

## Clear Objectives

- Set clear training targets
- Understand the needs of each participant
- Know the subject well

2

## Quality Participants

- Utilize a selection process
- Look for those with a participatory attitude

3

## Working Experience

- Add value to achieving objectives
- Sharing

4

## Teaching Skills

- Communication
- Interactivity
- Participant outreach

5

## Good Relationships

- Foster good trainer-trainee relationships



## Key Messages

Here are some key messages to take away with you from this guide:

- Building institutional capacity is essential – especially at local level
- On the job training ensures a sustainable supply of management and technical capacity
- Taking a holistic approach through the ICM system meets the needed management capacity for addressing management challenges in coastal and marine areas.

## References

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## **Convention on Biological Diversity (CBD)**

Opened for signature at the Earth Summit in Rio de Janeiro in 1992, and entering into force in December 1993, the Convention on Biological Diversity is an international treaty for the conservation of biodiversity, the sustainable use of the components of biodiversity and the equitable sharing of the benefits derived from the use of genetic resources. With 196 Parties, the Convention has near universal participation among countries. The Convention seeks to address all threats to biodiversity and ecosystem services, including threats from climate change, through scientific assessments, the development of tools, incentives and processes, the transfer of technologies and good practices and the full and active involvement of relevant stakeholders including indigenous and local communities, youth, NGOs, women and the business community. The Cartagena Protocol on Biosafety and the Nagoya Protocol on Access and Benefit Sharing are supplementary agreements to the Convention. The Cartagena Protocol, which entered into force on 11 September 2003, seeks to protect biological diversity from the potential risks posed by living modified organisms resulting from modern biotechnology. To date, 172 Parties have ratified the Cartagena Protocol. The Nagoya Protocol aims at sharing the benefits arising from the utilization of genetic resources in a fair and equitable way, including by appropriate access to genetic resources and by appropriate transfer of relevant technologies. It entered into force on 12 October 2014 and to date has been ratified by 124 Parties.

