TASK	KNOWLEDGE	SKILLS	ATTITUDES
Articulate management policies and management actions for each of the issues selected	- Public policy processes and policy analysis - Strategic analysis addressing the many interconnects and interdependencies among issue causes and solutions. - Full knowledge of national policies & sectoral programmes as they relate to priority ICM issues - To build constituencies through Government-mandated medium-term & annual planning and budgeting - Organizational & operational features of municipal governments were policies will be implemented[i]	- Articulate a vision for the future of the ICZM endeavour - Monitor national & international issues affecting ICM - Coordinates with sectoral agencies at national, regional and local levels - Maintains close link with concerned government officials and coastal community leaders	- Inspires trust and confidence from governmental & non-governmental collaborators - Collaboration - Leadership - Openness - Critical judgement - Quick reviewer

Document baseline conditions	- Basic technical knowledge on coastal ecosystems.
	- Basic knowledge of natural processes and dynamic linkages between habitats.
	- Knowledge of existing guidelines to build baseline conditions
	- Basic technical background on ICZM issues:
	  - Water quality issues
	  - GIS
	  - Resource economics
	  - Mariculture
	  - Erosion
	Marine pollution; etc.
		- Teamwork between natural scientists and management experts
		- Group dynamics
		- Collaborative management
		- Ability to manipulate, synthesize, interpret and present complex sets of information
			- Leadership, coordination
			- Critical judgement

Conduct research targeted at better understanding the issues selected	- Design and administrate transdisciplinary research programmes	- Ability to update the research targeted to changing circumstances.	- Leadership - Team building - Inspires trust and confidence from natural scientists as well as the public and stakeholders working with the ICZM team - Critical judgment on what research and what technology will be most useful and appropriate in a given setting
Involve stakeholders in the planning process	- Design of institutional mechanisms for participatory planning & management	- Constituency building - Participatory consultation processes - Management of group processes - Facilitation	- Respectful of indigenous culture - Leadership - Easy communication with all relevant stakeholders at the site level
Develop a public education programme to create constituencies to support the project	- Basic knowledge of the principles & the requirements involved in a public education programme - Establishing what changes are required in constituency behaviour and awareness, to meet ICM objectives - Formulation of an integrated strategy for public education and awareness building	- Defining the groups which will participate in the programme - Participatory decision making processes -Management of the public agenda	- Recognition of the diversity of values & opinions existing within and between communities in order to define information wants & needs of the target audiences. - Visibility - Inspires trust and confidence within the community and its leaders

Develop management plan and the institutional framework to implement it	*Basic knowledge of:* - Government-mandated medium-term & annual planning and budgeting - Governance processes and arrangements at the national, regional & local levels - Organizational & operational features of municipal governments *Technical knowledge on:* - Planning theory and practice - Integrated coastal management planning process - Institutional & governmental arrangements for ICM, including policy; legislation & regulations and non-regulatory processes affecting each CZM priority issue - Co-management schemes - Adaptive management - Participatory approaches	- Guides the planning process giving outmost consideration to the social and economic dimensions of ecosystem management - Integrate & coordinate the ICM management plan within existing administrative structures and between levels of government - Unite decentralized local-level initiatives with national policy and funding priorities. - Create a demand for the services that a coastal management program can provide - Encourage community participation and involvement	- Have a vision of expected outcomes based on past experiences, as well as a realistic consideration of present conditions, existing capacities and development processes at work - Inspires trust and confidence from governmental & non-governmental collaborators - Sensitivity to local traditions and power structures - Transparency - Leadership
Prepare staff for implementation	- Full knowledge of the linkages between management and human capacity building - Human capacity building strategies	- Takes every opportunity to use different human capacity building strategies to influence behaviours and attitudes in support of coastal plans and strategies	- Provides training and professional development opportunities to his/her staff as well as to officials and opinion leaders
Test implementation strategies at a pilot site	- Full knowledge of the benefits of early implementation actions	- Apply lessons learned to other sites and conditions - Apply experience gained into the management schemes and make necessary adjustments	- Critical judgment on what lessons learned will be most useful and appropriate in a given setting

Table 1: Knowledge, Skills and Attitudes required accomplishing Step 2 in the policy cycle

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[i] This refers to the lowest administrative level where the policy (and related management plan) will be implemented. Some forward looking experience exists in the Philippines. See Courtney and others, 2002.