

**ANALYSIS OF NEEDS-BASED PROPOSAL FOR A
WORKSHOP ON COASTAL RESOURCES MANAGEMENT FOR
SPECIALISTS FROM MEXICO AND THE US**

by

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INTERNSHIP REPORT

Submitted to

Marine Resources Management Program
College of Oceanic & Atmospheric Sciences
Oregon State University
Corvallis, Oregon 97331

1997

in partial fulfillment of
the requirements for the
degree of

Masters of Science

Internship: Office of International Research and Development
Oregon State University

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ABSTRACT

Building institutional and human capacity for integrated coastal zone management (ICZM) is increasingly recognized as critical to the future of sustainable development in coastal states. Agenda 21 of the UNCED conference has underscored the urgency of capacity building for ICZM as have other international bodies such as the North American Agreement for Environmental Cooperation (NAAEC). One appropriate way to build human capacity for coastal management is through carefully tailored, short-term training that facilitates institutional problem solving in the training experience itself.

This paper explores one such effort to develop a fundable proposal for a workshop based at Oregon State University for coastal resource managers in Mexico. The approach used was to create a workshop agenda by soliciting substantive input on priority ICZM concerns from potential Mexican participants and then to match that agenda to faculty resources at OSU. This approach departed from the traditional paradigm for most international training programs which usually start with an agenda prescribed by the sponsoring institutions before trainees are selected rather than being designed as a workshop to address the trainees' expressed needs. Using this new needs-based approach, a pre-proposal for the OSU hosted workshop was submitted to several foundations. Although none of the solicited donors agreed to fund the workshop, the paper analyzes their responses to find clues that might aid in future workshop design and funding requests. As a critique and analysis of the overall proposal development process, the paper may serve as a learning model for Oregon State University's Office of International Research and Development as it considers new initiatives in ICZM training.

I. INTRODUCTION

This paper describes and critiques the process of proposal development initiated by the author in 1995. The concept behind the project was to develop a request for external funding of an Oregon State University (OSU) led and facilitated workshop that would address the training needs of Mexican coastal resource managers and researchers. The paper is written not only to document the rationale for the proposal and the process used in its development - as a collaborative undertaking within the University - but also to identify ways in which an improved and polished proposal could lead to successful funding and implementation. The proposal was submitted in an early, very brief pre-proposal version to only a few potential funders. Seventeen requests to foundations resulted in denials for funding. An analysis of possible reasons for these denials is conducted. This analysis can provide insight and guidance in future attempts to secure funding. As a fully fleshed-out proposal, it has not been submitted. Based on the documentation and analysis in this paper, a refined proposal from OSU could well lead to funding by one or more of the international agencies which are showing increased interest in human resources development for improved resources management.

It seems clear that to succeed, a future workshop proposal will have to meet these critical criteria:

1. It addresses the needs of the Mexican participants for ICZM problem solving.
2. It draws on OSU faculty resources and US experience to effectively address these needs and to facilitate participant applications to their environments.
3. It is seen as a fundable activity by one or more outside agencies such as a foundation, international development institution or a transnational body associated with the North American Free Trade Agreement (NAFTA) or the NAAEC.

II. SETTING FOR THE PROJECT

The idea for a proposal for an OSU-based international workshop on coastal resources management first arose from the sensed upsurge in global interest in training in this critical arena. The focus on Mexican researchers and managers emerged from specific assessments of the deficit in coastal resources skills for coping with new conditions and institutional arrangements associated with the North American Free Trade Agreement (NAFTA) and its immediate impacts on Mexican coastal zones. The following three sections of this paper discuss these considerations and lead to a fourth section, an assessment of the training needs as perceived by the Mexicans themselves

GLOBAL IMPETUS FOR THE PROPOSAL

Research indicates that the demand has been increasing for a cadre of professionals who can address the urgent resource management issues that the coastal zones of the world are confronting. Fuentes and Tapia (1993) projected that by the turn of the century, almost 80% of the world's population or 4.8 billion people will be concentrated in a 50km wide strip along the

world's coasts (Fuentes, Tapia, 1993). Moreover, by the year 2050, the number of people inhabiting these coastal regions is expected to double reaching nearly 10 billion. Integrated coastal zone management aims to maintain the quality of coastal regions, to ensure a sustained flow of benefits to human societies and to improve the governance of coastal ecosystems (University of Rhode Island, 1995).

This global demand for coastal managers was accentuated by the suggestions for capacity building expressed at the United Nations Conference on Environment and Development (UNCED) in 1992. UNCED resulted in repeated suggestions to nations to develop their human resources. Section 17.15 of Chapter 17, the largest chapter of the UNCED report, also known as Agenda 21, which addresses marine resource issues states: "Coastal States should promote and facilitate the organization of education and training in integrated coastal and marine management and sustainable development for scientists, technologists, managers (including community-based managers) and users, leaders, indigenous peoples, fisherfolk, women and youth, among others" (United Nations, 1992 p.5). The UNCED report testifies to the rising global awareness that our natural resources are a commons for all nations to look after and benefit from. Some marine resources are especially vulnerable because their nature is much more dynamic than land-based resources. Migratory fish, birds, mammals as well as waterborne pollution for example, are not constrained by territorial boundaries. Sustainable use of the marine environment requires transnational cooperation in our management efforts. UNCED's Agenda 21 states that these efforts "require new approaches to marine and coastal area management and development, at the national, subregional, regional and global levels; approaches that are integrated in content and are precautionary and anticipatory in ambit, as reflected in the following programme areas:

- (a) Integrated management and sustainable development of coastal areas, including exclusive economic zones;
- (b) Marine environmental protection;
- (c) Sustainable use and conservation of marine living resources of the high seas;
- (d) Sustainable use and conservation of marine living resources under national jurisdiction;
- (e) Addressing critical uncertainties for the management of the marine environment and climate change;
- (f) Strengthening international, including regional, cooperation and coordination;
- (g) Sustainable development of small islands” (United Nations, 1992 Ch. 17, p.1) .

REGIONAL IMPETUS FOR THE PROJECT

Another important transnational event which has serious implications for Mexican and U.S. coastal resources was the passing of the North American Free Trade Agreement (NAFTA) in 1993. Many sectors will evolve to adjust to the change in trade conditions between Canada, the U.S. and Mexico. These new conditions can result in great repercussions to the Mexican economy which is much smaller than that of the U.S. “It is sometimes said in Mexico that when the U.S. economy catches a cold, the Mexican economy gets pneumonia” (Flores, 1996 p.1) .

Before NAFTA was approved, U.S. President Clinton felt that additional environmental protection was needed. A side agreement was therefore negotiated and the North American Agreement on Environmental Cooperation (NAAEC) was established in August of 1993. The NAAEC in turn established the Commission for Environmental Cooperation (CEC). The CEC is comprised of environmental ministers from each of the three countries. They are to meet once

annually and are considered an independent international organization with diplomatic privileges and immunities. The CEC also includes a 15-member joint public advisory committee with 5 members appointed from each country.

The NAAEC contains unprecedented new obligations that will foster environmental protection. Each of the member countries is required to:

- “effectively enforce its environmental laws and regulations
- ensure that its laws and regulations provide for high levels of environmental protection and strive to continue to improve those laws and regulations
- publish laws, regulations, procedures and administrative rulings; ensure appropriate access by private persons to administrative and judicial proceedings; and ensure that its administrative and judicial proceedings are fair, open, and equitable” (Magraw, 1994 p 40).

These obligations are intended to prevent a country from reducing its levels of protection yet it allows them to decide what increased level to attain.

The Commission is responsible for facilitating cooperation between the countries. The scope of the commission is defined comprehensively to include virtually all environmental issues. The commission provides a new and more effective platform for consultation on environmental issues. Any party can request a council session to discuss issues. For example, the trade restriction on Mexican tuna caught using technologies that are less dolphin-safe than those standards in the U.S., is an issue eligible for consultation by the CEC. Another of the CEC's functions is that of reporting on different environmental topics. One such topic is the effect of pollution on the environment. The CEC also reports on the actions taken by the parties to fulfill their obligations under the NAAEC, including environmental law enforcement

activities. Also, the large task of monitoring NAFTA's environmental effects falls under the CEC's list of duties (Magraw, 1994).

An overall goal of the NAAEC is to further transparency in the development, adoption, application, and enforcement of environmental law and international dispute settlement. This comes as a change from the "secrecy and elitism that have prevented NGO's (Non-Governmental Organizations) and others from becoming involved in the activities of the IBWC (International Boundary and Water Commission - 1944) and the La Paz working groups" (Ingram, 1994 p.36) . The IBWC and the La Paz Agreement (US-Mexico Border Environmental Cooperation Agreement - 1983), predecessors to NAAEC, were established between the US and Mexico to address water resource issues between the two countries. These agreements are seen to have been seriously flawed with limited public participation and with a decision making process that was only accessible to a privileged few who already controlled the water resources in the region (Ingram, 1994).

Although the NAAEC is unprecedented in its approach to address environmental issues linked to NAFTA, it is criticized for not having teeth. The criticism stems from the fact that NAFTA does not set any environmental standards. Another perceived weakness of the NAAEC is its lack of legal power to impose or enforce any sanctions (Charnovitz, 1994). Although the CEC has provided a mechanism and forum to address environmental issues, it is up to the member countries to carryout the actions suggested by the commission.

The NAAEC and CEC provide the necessary mechanism to address increasingly important coastal zone management issues. First, the member countries must develop institutions and organizations that can bring the issues to the commission, but the field of Integrated Coastal Management is fairly new and there are few examples of institutional development strategies. In

this light, a secondary goal of the proposed workshop is to provide an environment where coastal specialists can meet and discuss the possibility and potential of creating an advisory institution designed to provide information to the CEC on regional coastal resource issues. Following are ways in which the proposed workshop can complement the NAFTA implementation process and specifically support the objectives of the Commission on Environmental Cooperation.

- The scientists and managers attending the workshop would have ample opportunity to identify those current coastal environmental issues that are critical to both countries. These issues can be communicated to the CEC as areas of concern.
- The workshop would provide a forum where US and Mexican experts in the field of marine resources management could collaborate and explore the possibility of creating a regional body of coastal specialists. This regional group can conduct studies and provide base line environmental information to the CEC and to each of the member countries' governments for use in future planning activities.

Again, the consideration of developing a regional advisory group on coastal resources depends on the capacity for Mexico to create a national institution which can address their own coastal resource issues. Once a Mexican organization has been developed, its members can collaborate with U.S. and Canadian experts in order to explore the creation of a regional advisory body. The next section describes the global need for coastal management organizations and practitioners.

TRAINING PROGRAM REQUIREMENTS AND DEMAND FOR COASTAL MANAGEMENT ORGANIZATIONS AND PRACTITIONERS

The USA has over 20 years of experience with coastal management which began with the development of two institutional innovations, the coastal Zone Management programs and the Sea Grant College Program, to improve state coastal management abilities. In developing countries, an increasing number of national plans are being approved, however many are not being implemented. This implementation gap points to a growing demand for organizations and trained personnel who can not only develop plans, but promote more effective implementation (Crawford, 1993).

In 1992 a roster of worldwide Integrated Coastal Zone Management programs was compiled. Most of the 142 programs on the roster were less than 10 years old when the information was gathered (Sorensen, 1993). This recent trend accentuates the need for international communication, coordination and information exchange between marine resource managers. In a forum organized by UNESCO entitled: Year 2000 Challenges for Marine Science Training and Education Worldwide, one member suggested to "extend interdisciplinary knowledge by undertaking specific certificate courses in a continuing training programme and/or in the - generally accepted as essential - retraining periods." One key point is the need for interdisciplinary knowledge which falls more into the manager's arena than into the realm of the traditional scientist who is often much more specialized (UNESCO, 1988).

The University of Rhode Island (URI) has extensive experience with international Coastal Area Management training programs. Crawford and West, URI training experts, state the importance of knowing the social value system which guides the manner in which resources are

managed and activities are being carried out. They go on to emphasize two essential points in developing a training program: a) showing the relationship among the socio-environmental factors which impact the coastal zone, and b) provide the tools to deal with these factors (Cobb, 1987).

Another recommendation in a report on International Coastal Zone Management Training Programs, prepared by Stella Maris Vallejo of the United Nations, states that coastal area planning and management training programs need to focus on national/local issues. The report goes on to state that this appears to be one of the less developed areas of existing programs. Another point that Vallejo presents is a lack of courses dealing specifically with alternative planning strategies and institutional arrangements for effective incorporation of coastal area planning within the framework of national development planning.

Much of the literature on current efforts in coastal zone management in developing countries describes a lack of coordination between government agencies in their efforts to install new programs (Sorensen, 1990), (Oyegun, 1990), (Bashirullah, 1989). Also, there is evidence of training programs that address management of specific marine resources but there are few programs that look at organizational management or institutional integration of marine programs. Queries into interest in marine resource management training programs from the World Bank revealed that organizational management and institutional integration are areas that are not being addressed in current training programs that the Bank is financing. On the other hand, the U.S. Agency for International Development's Environment and Coastal Resources (ENCORE) program has an ongoing project in the Caribbean region which stresses the importance of local input in their development efforts. The project calls for 50 regional, national, and local workshops for representatives from government, the private sector and NGOs in areas such as

coastal and terrestrial resource management, tourism and economics (USAID, 1990). This program also emphasizes the need for participation by different sectors of government in coastal resource management issues. The ENCORE project is a response to the need for programs that address coastal resources on regional, national and local levels. Mexico and the US face a similar situation with a need for addressing coastal resource issues on a regional level. Mexico, on national and local levels, requires a management structure which can address specific issues regarding both its Pacific and Gulf coasts.

Given these considerations, a primary objective of the workshop design was to provide information regarding already established integrated management structures that address specific coastal resource issues. At the onset, participants were to be introduced to the analytical tools used in better understanding coastal resource issues and in developing strategies for their management. Uses of these tools would be integral to the workshop method and would serve to arm the Mexican specialists with ways of approaching area specific problems when they return to their own resource environments.

DEMAND FOR COASTAL RESOURCE MANAGEMENT IN MEXICO

Mexico is plagued by problems that hinder progress towards a balance of economically viable and ecologically sound activities. Problems include air and water pollution, conflicts between competing uses, population pressures, habitat degradation and destruction, reduced coastal access, distortion of local coastal economies, lack of planning and coordination, lack of local participation, over centralized decision making, lack of scientific studies, lack of funding, and lack of consideration of the coastal zone as an entity. The Mexican government has not recognized the value of education in coastal resource issues (Ferman-Almada, 1995). The above

mentioned problems in Mexico only accentuate the need for training programs and workshops for Mexican specialists in coastal management. Although 6 institutions of higher learning in Mexico have developed masters level academic programs, most practicing specialists cannot leave their jobs for one or more years to work on a university degree (Olsen, 1995). Short term training and workshops are specially useful and appealing to these working coastal resource managers. A coastal resources workshop can provide a forum where Mexico's current coastal managers can meet and discuss coastal issues. They can then begin to address some of the regional coastal problems that Mexico and the US are facing, in a collaborative fashion.

III. THE WORKSHOP APPROACH : A NEW TRAINING PARADIGM

INTERNATIONAL TRAINING PARADIGM

In order to understand the rationale behind proposing a new model for international training and workshops one must be aware of the traditional means of implementing these programs. Recent workshops and training courses organized by the Training Office of Oregon State University's Office of International Research and Development demonstrate a need for a new approach in providing international training and workshops. The paradigm currently used in international training is one which follows a top-down model. The need for training is often determined by project managers for programs being funded by international donor agencies like the U.S. Agency for International Development (USAID), World Bank, Food and Agriculture Organization of the United Nations, among others. Therefore, the training objectives are usually driven by donor agency prescriptions as opposed to the participants' self diagnosed needs.

Sometimes there is a happy coincidence between the donor interests and the interests of the training participants but all too often there is a considerable discrepancy between them..

A pertinent example was that of a Natural Resources Management Training program held at Oregon State University (OSU) in August of 1994 for 6 agricultural extension agents from Haiti. The objectives communicated to the training providers by the USAID project in Haiti were to cover topics such as sustainable development, watershed management and sustainable forestry. Upon the participants' arrival, the OSU training office conducted a needs assessment. The needs assessment revealed that the participants were very interested in the practical aspects of agricultural extension methods and not in the theoretical subjects the USAID project office had suggested. Also, the participants felt the sustainable development section was not as important as learning more about practical reforestation efforts. Five of the 6 participants were involved in soil conservation and reforestation projects in Haiti. The sixth participant was working in rice production and much of the training program did not fall in his scope of interests or expertise (Hobgood, 1994). The Haiti program is an example of a single country training program where the donor project office dictated the objectives of the training without fully considering the needs of the participants.

Another aspect of many international training programs is their multinational enrollment. In this case, a topic which is of interest to participants from different nations is offered in a training course. This scenario can work well if the conditions in all of the participants' countries are similar and the technical issues that they are addressing are related. If the environments from which the participants come are drastically different, which is often the case, the training can run into difficulties.

A good example of this phenomenon was that of an Integrated Pest Management training program held at Oregon State University in July of 1993. The participants represented the following countries: Pakistan, Hong Kong, Korea, Barbados, Malawi, and Kenya. The training program was effective in providing the participants with analytical tools used in solving some of the pest management problems in their respective countries. Where the program fell short was the inability to provide examples of crops and pests that were familiar to all of the participants (Hobgood, 1993). Another problem working with participants from more than one country is the fact that each country has its own political, cultural and social environments which greatly influence the ways in which technical programs are accepted and implemented. Often these factors are overlooked or avoided since it is impractical to address each country's socio-political parameters and how they are associated with the technical issues.

RESPONDING TO THE CHALLENGE: A NEEDS-BASED WORKSHOP APPROACH TO PROBLEM SOLVING

The training program examples listed above, emphasize the need to develop training programs that not only address technical issues which the participants deem pertinent to their respective countries but the programs should also incorporate the socio-cultural, country specific issues that play important roles in the administration of any program. For these reasons The first step taken for designing this workshop proposal was to do a needs assessment on coastal resources management. To this end, a questionnaire was developed to determine the current issues being faced by coastal resource specialists in Mexico and to allow potential workshop participants an opportunity to communicate their needs for management information related to the technical issues. This feedback from the questionnaire was intended to give Oregon State

University's Training Office information necessary to develop the workshop agenda with key faculty input and then a proposal to seek funding for the program. The goal was to arrive at a three way fit: meeting the needs of the participants; matching faculty resources and interests at OSU and meeting the program interests of potential donors.

As discussed in section II above, the concept of a US-Mexico Coastal Resources Workshop as an OSU initiative arose as a response to the global, regional and national forces and events. The proposal process involved :

1. Basing the workshop on needs specific to the Mexican training targets.
2. Matching those needs to both donor priorities and to OSU's capabilities.
3. Finally, developing a relevant training program.

The following section describes the methodology used in determining the issues that Mexican coastal resource specialists find important as well as identifying those OSU faculty members that can address those resource issues and are interested in facilitating and participating in the proposed workshop.

IV. METHODOLOGY USED IN NEEDS ASSESSMENT AND OSU RESPONSE CAPACITY ASSESSMENT

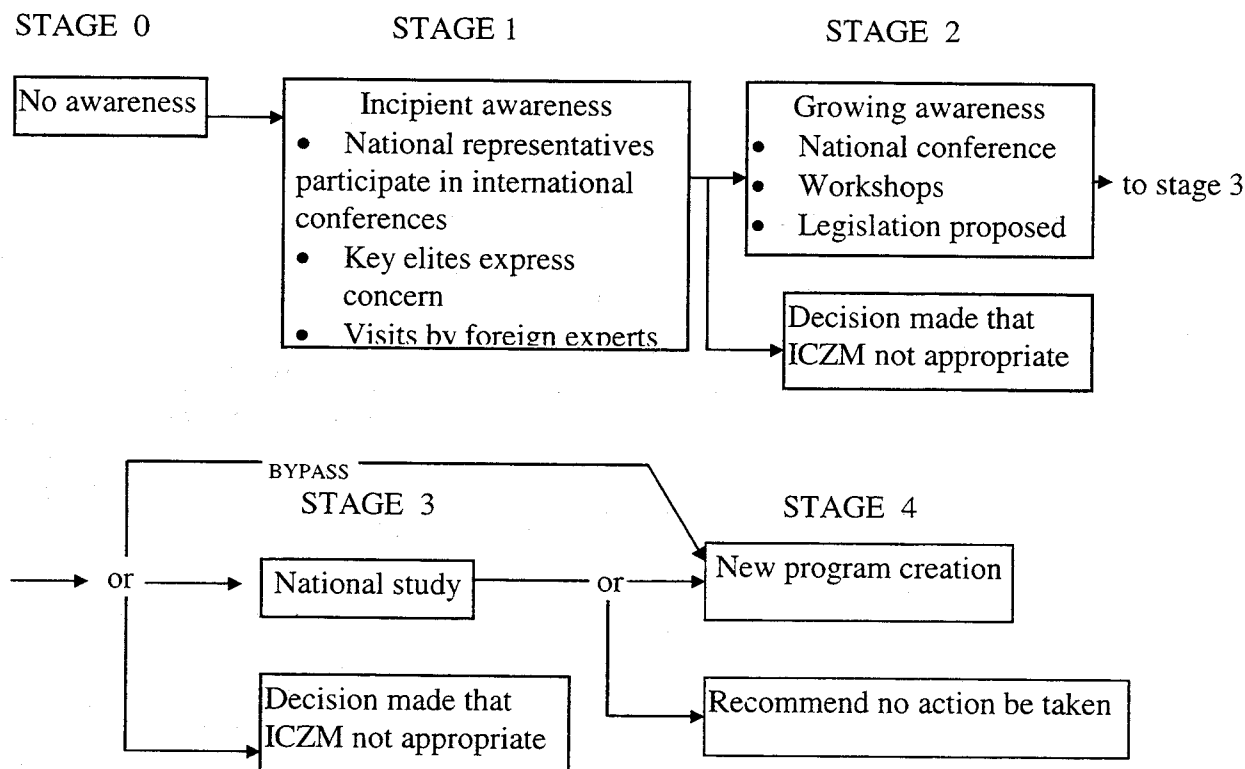
QUESTIONNAIRE DESIGN AND ADMINISTRATION

A. Literature Search - A preliminary look at the literature revealed some of the Coastal Resource issues that are being addressed in Mexico. The literature also provided information on those who are working in the coastal resource field. The identified issues were incorporated in the questionnaire, listing possible seminar topics in the areas of interest that seem to be the most popular. Following are some issues that have been addressed in the Mexican literature:

ISSUES

INSTITUTIONAL FRAMEWORK:

Sorensen and Brandani, in their 1987 "Overview of Coastal Management Efforts in Latin America", describe Mexico as a country in a "growing awareness stage which, unfortunately, may not advance to the next stage in the foreseeable future." This refers to the "Growing awareness" stage that the authors describe as the second stage in the evolution of Coastal Area Management :



In a list of 7 commonly employed management strategies for Coastal Area Management Mexico was involved in all but 1 - "Nation or state-wide land use plan". The other strategies being implemented in Mexico are: sectoral planning, protected areas (parks and reserves), environmental impact statements, shoreline restriction, special area or regional plans and coastal atlas or data bank.

Chavarria-Correa and Valdes-Casillas (1989 p.1441) state that "management efforts to protect coastal areas in Mexico are inadequately coordinated." The authors emphasize the need for a serious look at coastal areas in Mexico. Mexico has historically been disinterested in its coasts. A 1980 National Census revealed that only 12.7% of the total population lived in the 126 coastal municipalities (Merino, 1987). As Mexico began to realize the great resource values of the coastal areas it began to promote productive activities such as fishing, offshore oil extraction and tourism. These activities have attracted populations to the coastal areas. It is imperative that Mexico establish management structures for its coastal zone as its recent population movement towards its coastal zones accelerate to match the worldwide trends in coastal population growth.

SECTORAL/ RESOURCE ISSUES:

The following were listed as motivating issues to develop a Coastal Area Management Plan in Mexico:

IMPACTS:

Occurrence (N = nationwide, S= statewide L=local)

Domestic and/or industrial pollution	N
Sediment runoff from agriculture	L
Pollution from agricultural chemicals	S
Oil extraction pollution	S
Oil conveyance pollution	S
Mangrove conversion to aquaculture	L
Mangrove degradation	L
Wildlife habitat degradation	S
Coral reef destruction	L
Deterioration of shoreline esthetics	L
Depletion and/or contamination of aquifers	S
Overfishing	S

HAZARDS:

Natural and/or induced shoreline erosion	S
Development in hazard-prone areas	L

DEVELOPMENT NEEDS:

Undeveloped fisheries	S
Inadequate public services	N

(Sorensen and Brandani, 1987)

*Tourism - Since the construction of the trans-peninsular highway between Tijuana and Cabo San Lucas in 1973, tourism has grown by 500% (Kramer and Migoya, 1989).

* Fisheries - Between 1978 and 1981 the catch practically doubled. Some fish species are now over-exploited and overfishing has had a devastating effect on several fisheries including, mother of pearl, totoaba, and commercial mollusks (Merino, 1987).

*Protected Areas - The protection versus use of coastal resources is a hot debate in Mexico as it is in the rest of the world. A coordinated approach must be developed to address the needs of interest groups from local to federal levels (Chavarria-Correa, 1989).

These preliminary findings in coastal resource issues provided background information for the development of a questionnaire which served as a means to gather more detailed information on current issues being faced by coastal resources specialists in Mexico.

B. Questionnaire (Appendix I) - A questionnaire was designed to ask coastal management practitioners about specific issues that are currently being addressed in Mexico. After a brief explanation that the responses to the questions on the surveys would lead to the development of a workshop in coastal resources management for Mexican specialists, the recipients were asked to list three of the most important coastal resource issues that they are presently facing. This question was designed to generate spontaneous and unbiased responses because the next page of the survey includes a list of possible topics drawn from a review of the Mexican literature that correspond to areas of faculty expertise at Oregon State University. This way, the issues chosen to be discussed in a joint workshop would be familiar to members of both the group from Mexico and the faculty members from OSU. Following are the topic areas identified and listed in the questionnaire:

1. **Fishery Economics** - Economic aspects of marine resource utilization and management, the "open access" aspect of marine resources and other management alternatives for marine fisheries, conflict and allocation of marine resources.
2. **Tourism/Coastal and Ocean Based Recreation** - Economic, cultural and natural resource aspects of the tourism industry; positive and negative impacts of tourism.
3. **Environmental Assessment** - Environmental modeling and risk analysis, environmental impact statement preparation, environmental evaluation.
4. **Integrated Coastal Zone Management** - Laws, policies and programs with respect to:
 - Coastal wetlands management
 - Seafood industry
 - Shoreline development and natural hazards
 - Public involvement
 - Conservation and marine protected areas
 - Community-based planning
 - Minerals and offshore development
5. **Marine Pollution** - Identification of source of contamination, specific studies of contaminants, monitoring for the evaluation of marine pollution.

The questionnaire was translated into Spanish to reach all levels of management including small rural organizations. The questionnaire was then sent to 32 specialists working in fields related to coastal resource management.

C. Sample population - The primary recipients of the questionnaire were chosen from the literature, personal contacts of faculty and students at OSU and from government of Mexico staff directories. A list of these preliminary contacts can be found in Appendix II. The recipients were asked to forward copies of the survey to those working with coastal resources that they thought would be interested in the course, including faculty and students of universities and managers in the public and private sectors.

RESPONSE ANALYSIS AND ISSUES IDENTIFICATION

Thirty two surveys were sent. Copies were made and distributed by the original recipients so that it reached a much larger audience from which 108 were returned. The largest group of 75 surveys, returned from the University of Campeche, represented university faculty and state of Campeche public officials. A summary of questionnaire respondents with their geographic locations is found in Appendix III.

Figure 1.

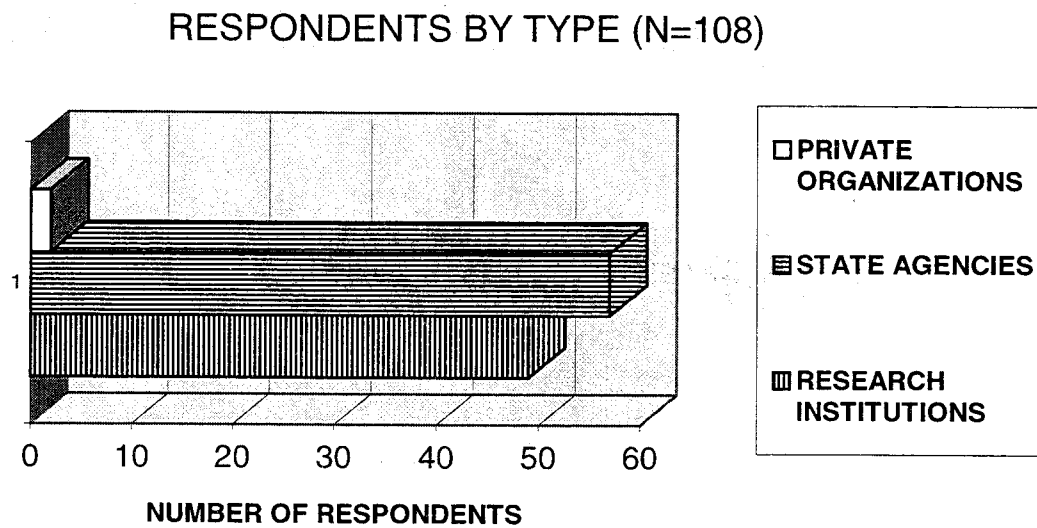


Figure 1 above shows the distribution of respondents from the private sector, state agencies and research institutions. There were only a few respondents from the private sector. This is a function of the fact that only a few questionnaires were sent to those in the private sector and few of the original questionnaire recipients forwarded the questionnaire on to colleagues, as requested in the survey.

Figure 2

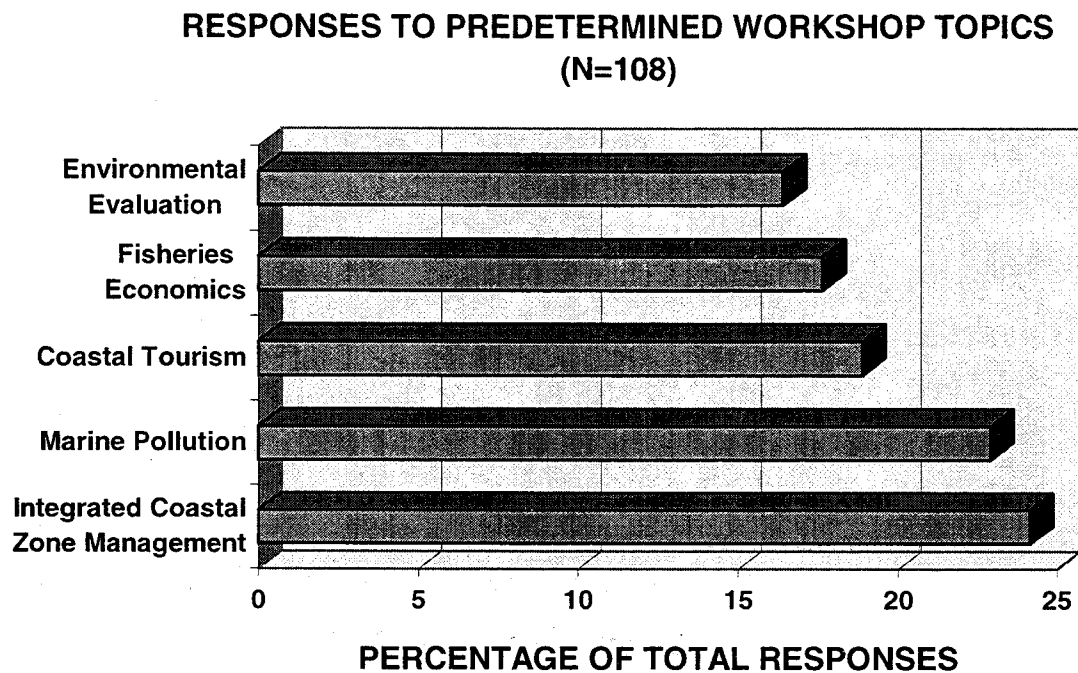
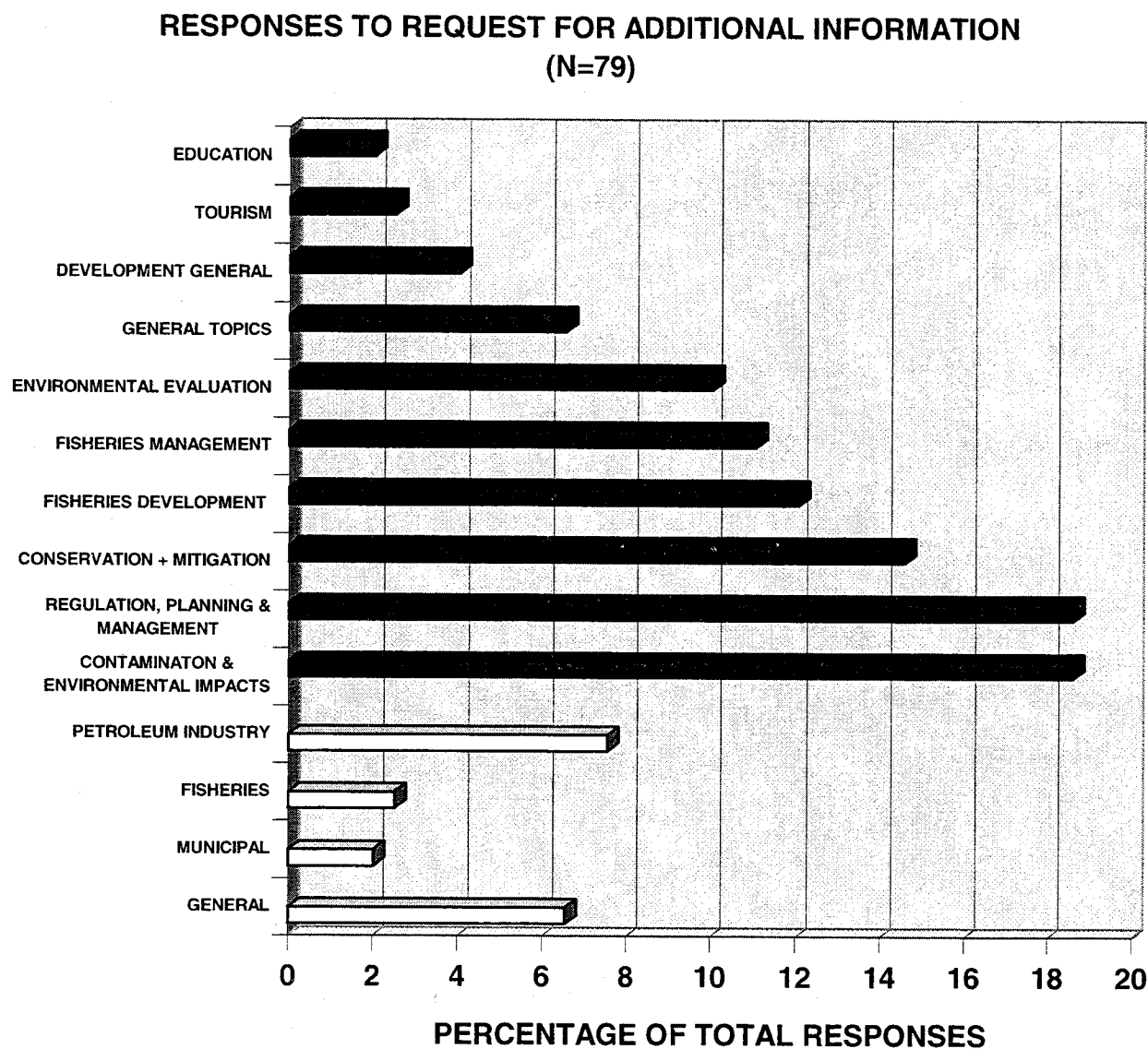


Figure 2 above shows the results from the question asking respondents to choose which of the 5 pre-selected topics listed in the questionnaire were most relevant and important to them. Respondents could choose some, all or none of the topics. It is not surprising that "Integrated Coastal Zone Management" was the most popular topic since it covers a large number of subjects and represents a framework within which the other 4 topics can be addressed. Also, the preliminary literature review revealed that there is a serious concern in Mexico regarding the coordination of government programs in coastal resources management hence the strong interest in integrated management structures and institutions.

Another important finding is the concern with marine pollution. The magnitude of these responses can also be explained by the large number of respondents from Campeche on the Gulf of Mexico where petroleum extraction is an important economic activity.

Figure 3



The third figure is a compilation of the responses from 79 questionnaires where respondents included themes that they felt were important enough to be included as topics for the workshop. These suggestions were asked for in the questionnaire before the 5 pre-selected topics were introduced. The last four categories in figure 3 are subsets of the "Contamination &

Environmental Impacts” category. These four categories were separated in order to show the relative importance of petroleum, fisheries and municipal waste contamination. The two most popular issues “Contamination & Environmental Impacts” and “Regulation, Planning and Management” correspond to the results in figure 2 where “Marine Pollution and “Integrated Coastal Zone Management” were seen as most important. Therefore, the two approaches confirm the two priority areas.

There were many responses regarding “Fisheries Management” and “Fisheries Development”. If the two fisheries related categories were combined, they would be the most popular with a total of 36 responses. The distinction between the two categories was made since “management” concerns preexisting fisheries while “development” is the creation of new fisheries exploitation activities. Another popular category which was surprising to see is “Conservation and Mitigation.” Although these issues can logically be placed in the “Regulation, Planning and Management” category, there were far too many responses which referred specifically to conservation and mitigation that it merited its own category. It is important to acknowledge these issues in conjunction with the growing demand for development in the coastal zones as mentioned in the literature review.

Although tourism is shown as quite popular in figure 2, figure 3 demonstrates a relatively low interest level. So, with pollution, fisheries and coastal zone management & planning as clearly the more popular issues, tourism should still be addressed since almost one quarter of the questionnaire responses (61) in figure 2 mark it as an important issue but possibly to a lesser degree than the other three categories.

ASSESSING OSU'S RESPONSE CAPACITY

The questionnaire responses confirmed that fisheries management and development; coastal regulation, planning and management; contamination/pollution issues; and tourism were very important to those who responded to the questionnaire, and in turn determined which OSU academic departments to contact for their interest in participating in a workshop where these issues could be addressed. Thirty three faculty members from the departments of Anthropology, Oceanography, Geosciences, Agricultural and Resource Economics (AREC), Fisheries, and Engineering were contacted. Following is a list of those OSU faculty members who expressed interested in participating in the workshop:

NAME	DEPARTMENT	NAME	DEPARTMENT
Jan Auyong	Oceanography	John Byrne	Oceanography
Jim Good	Marine Resources	Dick Johnston	AREC
Gordon Matzke	Geosciences	Mary Lee Nolan	Geosciences
Steve Polasky	AREC	Bruce Rettig	AREC
David Sampson	Fisheries & Wildlife	Courtland Smith	Anthropology
Gilbert Sylvia	AREC	Bruce Weber	AREC

Jim Good, coordinator for the Marine Resources Management program at OSU who has participated in Coastal Zone Management activities in Mexico, expressed interest in facilitating sessions on Integrated Coastal Zone Management (ICZM). As Project Director using ICZM as the framework, Dr. Good would provide an overall structure for the development of the workshop.

Jan Auyong, Steve Polasky, Bruce Weber and Mary Lee Nolan were especially interested in facilitating the sessions addressing rural development and coastal tourism development.

Gilbert Sylvia, who has taught courses in fisheries and seafood marketing in Mexico, Courtland Smith, David Sampson, Bruce Rettig and Dick Johnston were interested in facilitating the fisheries economics portion of the course.

Faculty with expertise in the field of marine pollution were not interested in participating in the workshop.

We would consult these OSU instructors if a funding agency were to ask for a formal proposal. Participating faculty members are also to be asked for information regarding other coastal resource specialists in Oregon who might be interested in participating in the workshop. If marine pollution specialists outside of OSU are not available to participate, the workshop would be unable to address pollution and contamination issues.

V. PRE-PROPOSAL DEVELOPMENT

A. Funding Sources - Since this workshop was to be submitted to potential funders as an unsolicited proposal, it was necessary to identify funding sources that might be interested in participating. The OSU Development Office suggested soliciting smaller private foundations which do finance smaller projects and whose reaction time to a pre-proposal is much shorter. The larger financing organizations such as the World Bank, the Inter-American Development Bank as well as the National Science Foundation have time consuming application processes and long waiting periods for a response to a proposal. Also, these larger organizations rarely finance small unsolicited proposals.

A search of the smaller foundations revealed a list of potential donors that had provided grants for projects that addressed international development, Latin America and environmental

issues. The list of these foundations is attached as Appendix IV. The Consejo Nacional de Ciencia Y Tecnologia, a government of Mexico funding agency was also contacted regarding the program and they were receptive to financing the travel and lodging expenses for two workshop participants.

B. Pre-proposal - In order to get an idea of the amount of funding required, a budget was prepared using the following guidelines: (A detailed budget is attached as Appendix V)

The duration of the program was planned to be 4 weeks with 1 week allotted for each of the topic areas of interest.

The OSU staff involved was planned to be 2 Program Coordinators, 4 OSU faculty as lead trainers (one for each of the 4 topic areas to be covered), 2 translators for the non-English speaking participants and 2 drivers.

The number of participants was planned for a group of 20. With no more than 20 participants, an interactive learning environment can be sustained and the logistics required to host 20 participants are manageable by the two project coordinators.

Using the above as the basis of calculating costs the program budget came to \$140,500. A pre-proposal was written for submission to the foundations listed in Appendix IV. A sample cover letter and pre-proposal are attached in Appendix VI.

The pre-proposal was crafted to emphasize several potential points of interest to potential funding agencies. The first emphasis was on the powerful interest demonstrated by coastal managers in Mexico as evidenced by 108 surveys returned when only 32 were sent. Another point of emphasis was the experience that US coastal specialists have to offer other nations in the field of coastal zone management. In University of Rhode Island's *Intercoast Network* an article

entitled "The Relevance of the US Experience to Governance of the World's Coasts" Olsen and Bijlsma (1996 p. 2) emphasize the importance of creating a "responsive and responsible social and political process." The article lists the following three key features that need to be incorporated in an effort to create effective coastal management:

- "A policy process dedicated to learning." Decision-making and planning processes must be able to adapt to changing conditions.
- "A commitment to education." Capacity building within individuals, society and government institutions is crucial.
- "Policy-relevant science." Society requires good information and a careful and objective analysis of existing scientific information to make sound decisions" (Olsen and Bijlsma, 1996 p.2).

The interactive nature of the proposed workshop was modeled after the above mentioned adaptive approach to management which allows managers the flexibility to tackle issues that are always in flux. Although the program was to be organized around 4-5 technical issues, the goal was to examine the management tools used in addressing them as opposed to finding fixed solutions to each specific problem.

A third and very important point of emphasis in the pre-proposal was the financial support offered by the Mexican funding agency, *Consejo Nacional de Ciencia y Tecnologia* (CONACyT).. The willingness to invest demonstrated by CONACyT was important to mention to possible funding sources for it further demonstrates a Mexican interest in the program. Many private foundations are interested in participating in partnerships and could be positively influenced by seeing that CONACyT is enthusiastic about the workshop.

C. Foundation Responses - Appendix VII is a compilation of letters received from foundations with their reactions to the proposed training program. Unfortunately, no foundation has been interested in financing the project to date. Following is a list of foundations and the nature of their responses. The responses are categorized using the following abbreviations:

S= The donor expressed specific interest in the proposed workshop objectives.

I = The donor expressed general interest in the proposed workshop objectives.

F = The donor's limited funding does not allow them to finance the workshop.

P = The proposed workshop does not match donor priorities.

FOUNDATION	RESPONSE TYPES
Mac Arthur Foundation	I,F
Rockefeller Brothers Fund	I,F
Andrew W. Mellon Foundation	P
Moriah Fund	I,P
ARCO Foundation	I,F
Beinecke Foundation	F
Nathan Cummings Foundation	I,F
Tinker Foundation	P
Prospect Hill Foundation	I,F
Public Welfare Foundation	I,F,P
C.S. Mott Foundation	S,P
W.K. Kellogg Foundation	I,P
Ford Foundation	F,P
W. Alton Jones Foundation	I,F,P
Jesse Smith Noyes Foundation	P
Packard Foundation	F
Ruth Mott Fund	P

As the table above shows, only one of the foundations, the Charles Stewart Mott Foundation expressed specific interest in the proposed workshop but was unable to provide funding because the proposal did not meet the foundations priority areas. This was also the case with 10 of the other foundations. Where priority was not an issue with the remaining foundations, budgetary constraints were the reasons for denials for funding.

VI. EVALUATING RESULTS AND ANALYSIS

A. QUESTIONNAIRE

The population surveyed did not include a representative mix of people from all levels of government; from industry; from non-governmental organizations and other private actors and from research institutions. It was erroneously assumed that such a mix could be achieved if the original recipients would copy it to the potential interest groups and thus get a more representative cross section of the specialists working in the coastal resources field. Unfortunately, only a few recipients did distribute the survey to others. Also, there was an incomplete geographic representation with only 7 of 16 coastal states represented. These biases were due to the fact that the recipients of the survey were identified predominantly from academic articles and through university contacts. Ideally the workshop should be able to address coastal resource issues, with representation from all government levels - local to national, to ensure proper integration of policy in an institutional framework. Also important is the participation of scientists from research institutions because rational natural resource management requires quality policy-relevant science. Finally, the private sector both for profit and non-profit should also be included in the decision-making process in natural resource management since it is in their economic interest to manage the resources in a sustainable fashion or it is in their program interests to promote a conservation agenda.

A more comprehensive needs-assessment that reaches all these groups would have been much more appropriate, however to carry that out would have required a significant financial investment. For this reason, the ideal would be to have an organization, interested in carrying out

this type of project, ready to provide funding up front for the needs-assessment portion of the project. It may be that a funding agency could be found which would finance a more complete with the understanding that the results are to be used in the development of a workshop. This would require getting the donor on board for a two step process, first with funds for a comprehensive survey and then with funds for the workshop itself.

B. VALIDATION

It was recognized at the time that the questionnaire was conducted that it was qualitative and reflected the values of the coastal resource specialists surveyed. In order to validate these findings, an additional post-survey review of the Mexican literature was conducted. The findings are organized by topic below:

REGULATION, PLANNING AND MANAGEMENT

In 1992, the Ministry of Urban Development and Ecology was changed to the Ministry of Social Development. An important effect of this change was the decentralization of the environmental decision making process to each of the Mexican states. This is a positive step in the development of a coastal zone management program but there continue to be four impediments: "lack of an integral knowledge of coastal problems, lack of coordination between government agencies, lack of coastal land use planning and bad administration of human and financial resources" (Ferman-Almada and Fuentes, 1993 p.12).

The lack of planning for coastal tourism has produced several impacts on natural resources such as depletion and degradation of water and scenic landscapes. In Baja California water shortages are common among local populations because during peak hours, the limited water supply is directed towards tourism centers (Ferman-Almada, Fuentes and Fischer, 1993.)

AQUACULTURE/FISHERIES

Mexico's 1990-1994 Federal fishery Development Plan presented as its main objective to significantly increase aquaculture production in terms of quantity, quality and variety. This increase in production is geared to achieve sustainable development through rational use of natural and economic resources and to achieve a wider distribution of aquaculture products in both national and international markets (Arredondo-Garcia, 1993).

POLLUTION

A study in Todos Santos Bay in Baja California indicated that municipal and fisheries waste waters were serious pollution producing sources. Approximately 50,000 m³ of waste water is discharged into the coastal zone every day. This contamination of coastal waters negatively impacts beach quality, as well as benthic, planktonic and fish populations. With the advent of NAFTA and resulting unlimited access to the American market by Mexico, the expansion of pollutant producing industries is inevitable. In order to deal with this expected pollution load, the Mexican government has installed new regulations and created federal and state environmental agencies to supervise the compliance to the new regulations (Jimenez Perez, 1993).

These findings from the literature only confirm the need to incorporate the issues of fisheries, pollution, tourism and management, that the survey respondents identified, into the proposed workshop.

C. FUNDING

As mentioned earlier, the funding agencies that were solicited with the pre-proposal were private foundations as opposed to large government or international funding agencies and banks for various reasons:

1. Rapid response time - The private smaller foundations have a quick response time as to their interest in seeing a full proposal for funding.
2. Grant size - Private foundations award grants that are in the range of the workshop. The larger agencies and development banks often finance much larger projects and do not normally welcome unsolicited proposals.

There are lessons to be learned from the foundations' letters of denial. The table on page 27 shows that 10 of the 17 letters mention that the workshop does not meet their specific priorities. This emphasizes the need to carefully research each foundation as to their program goals and objectives. It is beneficial to build a rapport with the foundation program staff and learn about the foundations' interests, before submitting a proposal. This is a time consuming process and unless there is an already established contact, it is very difficult to open communication channels with the appropriate program staff. On the other hand, this time investment will result in a better understanding of the foundations and their priorities as well as establishing personal contact with the foundations' program staff.

Another way to identify foundations with similar interests to the goals of the proposed project is to look in their annual reports where they list the projects that they have funded. Many foundations finance a diverse array of projects and determining the overall goals or priorities of the projects can be difficult, but one can get an idea of the general nature of the projects and the amount of funding that the foundation in question is willing to grant each endeavor. The

research done on the foundations for this workshop was precursory. The foundation responses to the pre-proposal revealed that a much more in-depth study of each of the donors and their priorities is required before submitting a proposal letter.

Another important point to remember in the solicitation process, is to demonstrate to the potential donors exactly how the perceived needs can be met by the proposed activities. In the pre-proposal for the workshop it is not clear exactly how the OSU faculty are going to meet the needs expressed by the Mexican participants.

Larger agencies and development banks such as the International Fund for Agriculture Development, the Inter-American Development Bank, the World Bank, the North American Development Bank, and the National Science Foundation do have mechanisms to finance smaller programs but they require extensive application procedures and long waiting periods. These agencies should be considered for the future submission of a full proposal for this workshop. The initial workshop could be presented as a pilot project where the possibility of replication in both the US and Mexico can be explored. Larger funding agencies may be more inclined to finance a project that has the potential of being repeated and in turn, having a larger impact. Also, conducting subsequent workshops in Mexico on a state or regional level would allow for an institutional mix of local Mexican private, public and research institutions. This institutional integration of stakeholders in a local workshop would provide an environment where the participants could see the coastal resource issues from a variety of viewpoints. This inter-sectoral and intergovernmental communication is the basis for the effective integrated management of natural resources. The University of Campeche has already expressed interest in conducting the same kind of workshop on its own campus.

VII. CONCLUSIONS

The human prospect is inexorably and urgently linked to how mankind manages its marine and coastal resources over the next few decades. Unmanaged natural resource consumption, driven by human population growth and exponential increases in consumer demand, is far exceeding the institutional resources required to sustain the global commons. The dramatic increase of population density in coastal areas and the accompanying increases in resource consuming economic activities focuses our attention on the problem. Continued attempts to create venues, like the proposed workshop, where specialists can convene and discuss regional and global natural resources issues is becoming more and more imperative. As the need to address these issues becomes more critical, international donors may begin to give this arena higher priority and may provide financial support for training that will address improvements of coastal resource management.

This paper has discussed one such approach to developing critical human resources for coastal resources management and institutional development in Mexico. With a coast line of over 11,000 kilometers, a burgeoning population, and the prospect of accelerated economic development under the North American Free Trade Agreement, Mexico must craft new institutions led by trained professionals to manage the unprecedented challenge.

Initial literature research demonstrated the need and a widely, if unevenly distributed questionnaire to key Mexicans, confirmed the demand for a problem solving, institutional approach to human resources development in coastal resources management.

The key conclusions from this exercise are the following:

1. The need and the demand for appropriate training for Mexican coastal resources managers is evident.
2. The proposed approach could represent a solid first step toward meeting those needs and the initial demand schedule.
3. An understanding of donor priorities is necessary before any solicitation for funding can be made. In-depth research of foundation goals must be carried out in order to identify which organizations' objectives best match those of the proposed project.
4. By starting with a workshop at OSU to expose selected Mexicans to appropriate US experiences in coastal resources management, a framework for self-analysis for institutional development needs can be laid out and a process for institutional development initiated.
5. A follow-on workshop in Mexico, led primarily by Mexicans from the first workshop group at OSU and backstopped by OSU resources, could lead to a series of inter-sectoral problem solving workshops at various locations throughout Mexico and through these to new, adapted approaches to area specific methodologies for resources planning and management.
6. Presenting a proposal to several international agencies, along the lines suggested here but with subsequent refinements, could lead rather soon to funding of the first OSU based workshop and perhaps to a package that would include the first follow-on workshop in Mexico as a pilot effort and even to a few third stage workshops in several coastal regions of the country.
7. The creation of the Commission for Environmental Cooperation through the North American Agreement on Environmental Cooperation has created a window of opportunity for the development of a regional North American marine resources policy advisory group comprised of specialists from Mexico, the US and Canada. A workshop such as the one proposed in this paper can provide a forum where the possibility of creating a regional advisory body can be discussed.

In general, this has been an excellent exercise that provided an opportunity to draw together a number of concerns in the author's experience at OSU:

- Looking at OSU's experience in international training, a more needs-based, trainee-demands driven approach was evidently needed.
- The method for sensing the training need was developed that included an initial survey of objective information regarding coastal resources management in Mexico but greatly enhanced by a follow-on questionnaire which potential participants in Mexico responded to with considerable enthusiasm.
- Time constraints limited market testing to only a pre-proposal and to only a few funding agencies but, the initiative seems to be so timely in the context of NAFTA that a full blown proposal effort and its testing in a wider potential donor market would seem to be warranted.

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APPENDIX I
QUESTIONNAIRE

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Marzo 10, 1995.

La Dirección de Investigación Internacional y Desarrollo de la Universidad Estatal de Oregon (Oregon State University) en los Estados Unidos esta estudiando la posibilidad de ofrecer, un curso de Administración de la Zona Costera y sus Recursos Naturales. Nos dirigimos a usted, de la manera más atenta, para solicitarle nos informe cuáles son los temas de su interés particular o institucional con respecto a la administración de la zona costera en México.

La información que usted nos proporcione nos permitirá establecer contacto con profesores de nuestra universidad especializados en el área junto con los cuales nos haremos cargo de elaborar un programa para el curso antes mencionado. Dicho programa será presentado a agencias de gobierno y privadas, en los Estados Unidos, con el objetivo de obtener recursos financieros para impartirlo.

Esperando contar con su participación escriba por favor en el siguiente espacio tres temas de mayor importancia para usted, considerando la posibilidad de ser seleccionados por el comité organizador para ser incluidos en el programa del curso a desarrollarse.

1.

2.

3.

Los profesores de la Universidad Estatal de Oregon cuentan con amplia experiencia en contaminación marina, economía pesquera, turismo, evaluación del medio ambiente, recursos costeros, regulación de la zona costera, administración de pesquerías, acuicultura y mercadotecnia de productos pesqueros entre otros.

A continuación le presentamos una lista de temas, y aspectos generales de los mismos, que ponemos a su consideración para integrarse al curso. Si uno o más de estos temas es prioritario para su comunidad, organización, institución educativa o de gobierno marque el cuadro situado a la izquierda.

Asimismo, le pedimos subraye los temas específicos que harían nuestro curso más relevante e importante para usted.

☐ **1. Contaminación Marina:**

Identificación de fuentes de contaminación, estudios específicos de contaminantes y estrategias de investigación de los mismos, programas de monitoreo para la evaluación de la contaminación marina.

☐ **2. Economía Pesquera:**

Aspectos económicos de la utilización de los recursos pesqueros y su manejo, el "libre acceso" a los recursos pesqueros, alternativas para la administración de las pesquerías, asignación de los recursos pesqueros y resolución de conflictos, dinámica de poblaciones de peces, impactos en el medio ambiente provocados por la actividad pesquera.

☐ **3. Turismo en la Zona Costera:**

Aspectos económicos, culturales y ambientales de la industria turística y sus impactos (positivos y negativos) en la zona costera. Se incluyen temas relacionados con la conservación y administración de los recursos costeros.

☐ **4. Evaluación del Medio Ambiente:**

Modelos para el análisis del medio ambiente y análisis de riesgo. Se incluye un tema relacionado con los puntos más relevantes que debe incluir un informe de la evaluación de medio ambiente.

☐ **5. Recursos Costeros:**

Leyes, políticas y programas relacionados con:

- * Administración Integral de la Zona Costera
- * Planeación para la administración de áreas especiales
- * Administración de humedales
- * Administración del desarrollo en la franja costera y el posible impacto de fenómenos naturales (i.e. huracanes)
- * Preservación de los recursos costeros
- * Areas marinas protegidas
- * Explotación de minerales
- * Desarrollo en los litorales costeros
- * Industria pesquera
- * Participación de la ciudadanía
- * Manejo y análisis de cuerpos de agua
- * Planeación para el establecimiento de comunidades

Si tiene usted un comentario o sugerencia haga favor de escribirlo en el espacio siguiente:

Le pedimos nos haga favor de hacer llegar esta información a todas aquellas personas, que es de su conocimiento, estan trabajando o estan involucradas en la administración de los recursos marinos en México. Incluyendo a maestros y estudiantes en instituciones de educación superior, así como directivos del sector público y privado.

Uno de nuestros objetivos principales es que personas con poder de toma de desiciones a nivel local, estatal y nacional tengan la oportunidad de asistir a nuestro curso.

Una vez recibida y procesada su respuesta le haremos llegar los datos generales de la estructuración del curso. Si esta usted interesado en colaborar con una propuesta para el programa del curso de Administración de la Zona Costera y sus Recursos Naturales le agradeceremos nos lo comunique oficialmente por medio de una carta personal o institucional.

Se contempla la posibilidad de ofrecer el curso, con duración aproximada de cuatro semanas, durante el trimestre de verano. Dicho trimestre empieza la segunda semana de junio y finaliza la última semana de septiembre.

En caso de que el período de tiempo para la realización del curso no sea favorable para usted sea tan amable de hacernoslo saber. Estamos dispuestos a impartir el curso durante otro trimestre del año dependiendo del número de personas interesadas.

Al finalizar el curso se les hara entrega a los participantes de un diploma oficial con valor curricular de la Dirección de Investigación Internacional y Desarrollo de la Universidad Estatal de Oregon.

El idioma oficial del curso es inglés. Se dispondrá de un interprete para aquellas personas que lo soliciten.

☐ Necesito intérprete ☐ No necesito intérprete

Sea tan amable de devolvernos ésta carta con sus comentarios incluyendo su nombre, dirección, teléfono, número de fax y dirección electrónica.

Nombre:

Dirección:

Teléfono:

FAX:

E-mail:

Agradecemos de antemano su atención a la presente quedando de usted.

A T E N T A M E N T E

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APPENDIX III

GEOGRAPHIC DISTRIBUTION OF RESPONDENTS

RESPONSES TO RENEWABLE COASTAL RESOURCES COURSE SURVEY - MEXICO

NAME OF INSTITUTION	MP	FE	CT	EE	ICZM	LOCATION	# of Respondents
Institute of Marine Sciences and Limnology, National Autonomous University of Mexico		XX	XX	XX	XX	Mexico City	1
Autonomous University of Baja California Sur		XX	XX	XX	XX	La Paz, Baja California Sur	1
Center of Scientific Research and Higher Education of Ensenada (CICESE)	XX	XX	XX	XX	XX	Ensenada, Baja California Norte (BCN)	1
Autonomous University of Baja California Norte	XX	XX	XX	XX	XX	Ensenada, BCN	4
Ecosystems of Baja California	XX		XX			Tijuana, BCN	1
Ministry of Environment, Natural Resources and Fisheries (SEMARNAP) General Office of Fisheries Management	XX	XX	XX	XX	XX	Headquarters, Mexico City Regional Office, Colima	2
University of Colima School of Marine Sciences		XX	XX	XX	XX	Manzanillo, Colima	9
Conservation International			XX		XX	Guaymas, Sonora	1
Center for Research in Food Science and Development			XX	XX	XX	Mazatlan, Sinaloa	2
Institute of Technology and Higher Education of Monterrey (ITESM)				XX	XX	Guaymas, Sonora	7
Autonomous University Juarez of Tabasco	XX	XX		XX		Villahermosa, Tabasco	1
Autonomous University of Campeche	XX	XX	XX	XX	XX	Campeche, Campeche	75
Government of the State of Colima	---	---	---	---	---	Colima, Colima	3
						TOTAL	108

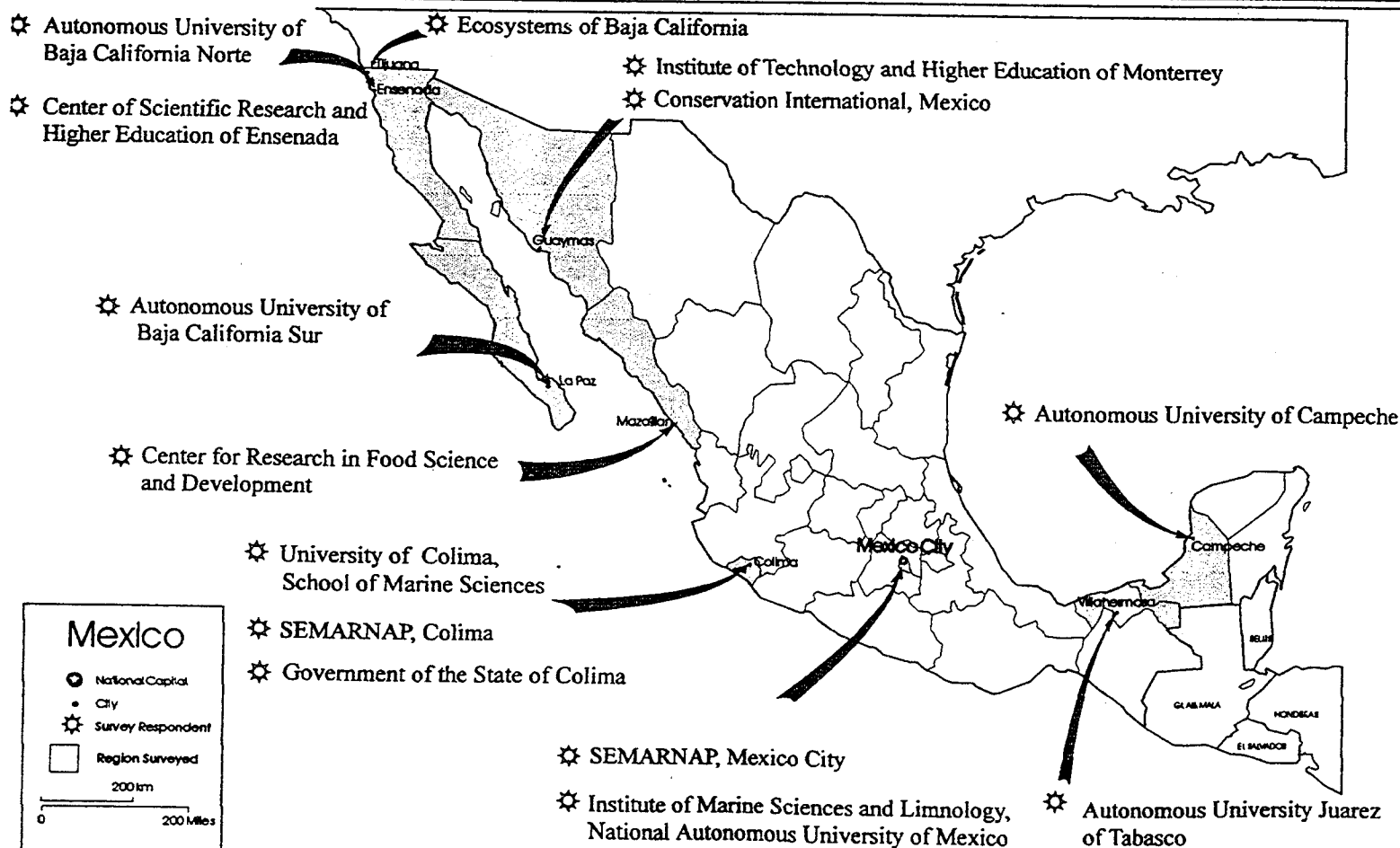
MP = Marine Pollution

EE = Environmental Evaluation

FE = Fisheries Economics

ICZM = Integrated Coastal Zone Management

CT = Coastal Tourism



APPENDIX IV

FOUNDATIONS

Foundation Name: Mac Arthur (John D. & Catherine) Foundation

Address:	Office of Grants Management Research and Information 140 South Dearborn Street Chicago, IL 60603	Ph: 312.726.8000 Fx: 312.920.6258
email:	4answers%macfdn@mcimail.com	
Contact:	Richard Kaplan	
title:	Dir., Grants	

Funding range: not provided

types of support: matching funds, general purpose, operating budgets, special proj.
research, fellowships

key words: collaborative project, development-program, exchange program,
general project, information dissemination, public awareness/edu,
projects outside US, research grants/R&D, seedmoney/start-up,
training/professional development

application type: individual & institution non-specific

application deadline: none indicated

response time:

Application procedures: letter of inquiry, monthly board meeting

Program specifics:

- 1. Population Program**
4 focus countries (Mexico, Brazil, Nigeria, India)
4 areas: women's reprod. health, population & natural resources,
communication & popular edu, leadership development
*see reference
- 2. World Environment & Resources Program**
areas: conservation science & policy, education & action,
sustainable economic development, tropical sys.
*see reference
- 3. Collaborative Studies on Human Soc. & Env. Change**
interdisciplinary work: env., pop., economic, & political
collaboration, specialists from regions of study
*see reference
*note, program is temporarily suspended

Contact date:
Notes:

Foundation Name: Rockefeller Brothers Fund, Inc.

Address: 1290 Avenue of the Americas
New York, NY 10104-0233

Ph: 212.373.4200
Fx: 212.315.0996

email:

Contact: Benjamin R. Shute, Jr
title: Secretary

Funding range: 25,000-\$300,000

types of support: general purposes, seed \$, special projects, conf. & seminars,
internships, exchange programs, matching funds, tech. asst.

key words: conference-host/conduct, development-program, general proj.,
information dissemination, public awareness/edu, proj. outside US,
technical assistance, training/professional development

application type:

application deadline: none

response time: final notification 3 mo.

Application procedures: 2-3 page letter of inquiry, application guidelines available

Program specifics:

One World Grants

for tax exempt orgs with project qualifying as educational or
charitable, transition to global interdependence,

resource depletion, conservation, most projects: E. Asia,
E-Central Europe, Europe, form. Soviet Union or US

2 areas: 1. sustainable resource use (ex. citizen lead coastal
mgmt initiatives, applied ecology & political econ.)

2. world security

Contact date:

Notes:

Foundation Name: Mellon (Andrew W.) Foundation

Address: 140 East 62nd Street
New York, NY 10021

Ph: 212.838.8400
Fx:

email:
Contact:
title:

Funding range: 50,000-\$750,000, avg \$278,000
types of support:

key words: curriculum dev., conf. - Host/conduct, endowment, fellowship,
gen. operating funds, general proj, info. dissemination,
outreach, publication, planning grants, training/prof. development
conservation, environment, public affairs

application type: univ., educ. orgs/inst., public/private inst, tax exempt orgs.

application deadline: none

response time: after board meetings (Mar, June, Oct, Dec)

Application procedures: short letter setting forth need, nature of request, justification, evid.- tax exempt status

Program specifics: areas 1.conservation & environment - fundamental studies of coasts
2. Cultural programs - performing arts
3. Population
4. Public affairs - policy studies of economic & dev. esp.
in Latin America
5. Higher Education
6. literacy

* note - explore ideas informally with staff (in writing) before formal proposal

Contact date:
Notes:

Foundation Name: Rockefeller Foundation

Address: 420 Fifth Avenue **Ph:** 212.869.8500
New York, NY 10018-2702 **Fx:** 212.764.3468

email:

Contact:

title:

Funding range: 20-\$200,000

types of support:

key words: conference-host/conduct, general projects, proj. outside US,
research grants/R&D, training/prof. development

application type: institution non-specific

application deadline: none

response time:

Application procedures: no special app, description of proj, clearly stated plans & obj.,
comprehensive plan for total funding, decription of institutional setting

Program specifics: Global Environment Program

1. Building Human Capital-identify and train interdisciplinary approach to env
to create a new generation of leaders (target: Mexico, Nigeria, former USSR)
2. transition to environmentally sound and econ. viable energy systems

Contact date:

Notes:

Foundation Name: General Service Foundation

Address: 411 East Main Street, Suite 205 **Ph:** 303.920.6834
Aspen, CO 81611 **Fx:** 303.920.4578

email:
Contact: Robert W. Musser
title: President

Funding range: 1,000-\$80,000 1993 (Mexico & Latin America, highest # of awards)
types of support: emergency funding, general purpose, operating costs,
projects
key words: International peace, reproductive health and rights, resources

application type:
application deadline: February & September 1 (board meets semi-annually)
response time:
Application procedures: initial contact - letter of inquiry describing project, if meets guidelines
app. will be sent to be completed with formal proposal

Program specifics: Environmental Awards
1. Western Water
2. **International resources** - conservation and sustainable utilization
of natural resources in Latin America and Caribbean,
including tropical forests, wildlife, and fisheries
*preference for proj. with local community involvement and leadership
*consideration also given for training and leadership devel. prog
for individ from Latin America and Caribbean

Contact date:
Notes:

Foundation Name: Moriah Fund, Inc

Address: 35 Wisconsin Circle, Suite 520
Chevy Chase, MD 20815

Ph: 301.951.3933

Fx: 301.951.3938

email:

Contact: Jack Vanderryn
title: Program Director for Environment

Funding range: 2,000-/\$1,000,000 1993 (mean 40,000)

types of support: general purpose, leveraging funds, matching funds, multi-yr grants
operating costs, pilot proj, technical asst, program related

key words: promote sustainable development, reduce population growth,
protecting the environment,
advocacy, capacity building, collaborative efforts, demonstration programs,
fieldwork, innovative programs, networking, technical asst & training

application type:

application deadline: March 15 and August 15

response time:

Application procedures: 2-3 pg inquiry letter (history, purpose, and goals of organiz., amount, purpose of
activities; total budget-organiz & proj), if requested full proposal details in reference

Program specifics: conservation of biological diversity, sustainable mgmt of ecosystems
with emphasis on forests & wetlands,
priority to prog. in US, L. America, & Caribbean combining
1. Policy & economic research
2. On ground projects and demonstrations -broad implications, possible replication
3. Providing support to grassroots, community-based, regional, national,
or int'l NGOs for leadership development, strengthening mgmt
and technical capabilities and internal systems, improving access to info
4. Assessment, eval, and dispesement of lessons learned
5. Joint efforts between local and regional actors
6. Projects combining environment with other Moriah interests
(repro. health, population growth, roles of women)

Contact date:

Notes:

Foundation Name: Sequoia Foundation

Address: 820 A Street, Suite 345 **Ph:** 206.627.1634
Tacoma, WA 98402 **Fx:** 206.627.6249

email:
Contact: Frank D. Underwood
title: Executive Director

Funding range: 3,000-\$46,000 1993
types of support:

key words: conservation/environment, international conflict resolution, social svcs
(economic dev), Mexico, Cen. America, Himalayan mtn. region

application type:
application deadline: March & September 15, for consideration in May & November
response time:
Application procedures: brief letter (2copies) requesting application guidelines
*see reference for what application will include

Program specifics: Environmental Awards (marine & terrestrial)
1. Maintenance of biodiversity
2. habitat preservation
3. Conflict resolution between and among competing economic and env. interest
*mediating the positions of divergent interests to develop creative solutions
to environmental issues

Contact date:
Notes:

Foundation Name: Arco Foundation

Address: 515 South Flower Street
Los Angeles, CA 90071

Ph: 213.486.3158
Fx:

email:

Contact: Russell G. Sakaguchi
title: Program Officer

Funding range: 1,000-\$250,000 1992 (ave 10,000)
types of support:

key words: positive social change: education, community, arts & humanities,
environmental, public information, training, volunteerism

application type:

application deadline: anytime

response time:

Application procedures: brief proposal (5pgs) to include cover letter, proposal, and attachments
*see reference for specifics

Program specifics: Enviromental Awards
Priority given to
1. Balanced env. organizations
2. Environmental Education - develops ciriculum and programs where
relationship of economic cost and public benefit of env. decisions is articulated
3. land preservation initiatives
4. Conflict-resolution efforts
5. Conservation of wildlife
6. recycling
7. pollution prevention

Contact date:

Notes:

✓
Foundation Name: The Beinecke Foundation, Inc

Address: 14-16 Elm Place **Ph:** 203.861.7314
Rye, New York 10580 **Fx:** 203.861.7316

email:

Contact: John R. Robinson
title: President

Funding range: 190-\$170,000 1991 (mean 2,500)
types of support: endowments, operating costs

key words: arts, higher edu, E. Coast issues, pop, historic preservation, and environment
1991 supported coastal issue

application type:

application deadline: anytime

response time:

Application procedures: initial letter of inquiry (2 pgs), *details of inquiry letter components in reference

Program specifics:

Contact date:

Notes:

✓
Foundation Name: Nathan Cummings Foundation

Address: 1926 Broadway, Suite 600
New York, NY 10023 **Ph:** 212.787.7300
Fx: 212.787.7377

email:
Contact: Courtney Helgoe
title: Staff Associate

Funding range: 2,000-\$300,000 1992 (ave 35,000)
types of support:

key words: arts, environment, health, jewish life
advocacy, citizen participation, collaborative efforts, conferences,
innovative programs, litigation, networking, planning, training workshops

application type:

application deadline: anytime

response time:

Application procedures: initial letter of inquiry (2-3) pages, *see reference for specifics

Program specifics: Environmental Awards
1. Energy efficient transportation
2. Sustainable Ag.
3. Describing and promoting a sustainable society

Contact date:

Notes:

Foundation Name: The Armand G. Erpf Fund, Inc.

Address: c/o Peat Marwick
599 Lexington Ave, 16th floor
New York, NY 10022-6030
application address: 820 Fifth Ave, NY, NY 10021
Ph: 212.872.7725
Fx: 212.872.7600

email:

Contact: Gina Caimi
title: Secretary

Funding range: 60-\$75,000 1991 (ave 500)
types of support:

key words: environment, conservation, education, culture

application type:
application deadline: anytime, board meets quarterly
response time:
Application procedures: full proposal (1 copy)

Program specifics:

Contact date:
Notes:

Foundation Name: The Tinker Foundation

Address: 55 East 59th Street
New York, NY 10022
Ph: 212.421.6858
Fx: 212.223.3326

email:
Contact: Renate Renne
title: Executive Director

Funding range: 15,000-\$150,000 1993 (ave 47,500)
types of support:

key words: exclusively Ibero-America, Portugal, Spain, and Antarctica
governance, econ. policy, env. policy, research, training, public
outreach initiatives assoc. with these areas, training/prof. dev
collaborative proj, conference-host/conduct, gen. proj, research outside US

application type:
application deadline: March & October 1 (board meets June and December)
response time:

Application procedures: submit summary (2-3 pgs) well in advance of deadline,
full proposal (2 copies) *with details outlined in references

Program specifics: developement of env. policy & law, training in environmental mgmt & policy
fisheries, air & water pollution within Latin Ameica, forest & wetland mgmt,
small industry env. concerns, institutional development

* as a general rule, sponsor does not pay overhead or indirect costs

Contact date:
Notes:

✓
Foundation Name: The Prospect Hill Foundation

Address: 420 Lexington Avenue, Suite 3020 **Ph:** 212.370.1144
New York, NY 10170 **Fx:** 212.599.6282

email:
Contact: Constance Eiseman
title: Executive Director

Funding range: 2,500-\$250,000 1994 (ave 15,000)
types of support: matching funds, operating budgets, general purpose

key words: Env. conservation, nuclear weapons control, pop., social svcs,
arts, cultural, edu institutions

application type:
application deadline: anytime, directors meet 5 times annually
response time: 4 weeks
Application procedures: initial letter (3pgs, 2copies) details of contents in reference
application form not required

Program specifics: Environmental awards
land and water protection, primarily in NE US, proirity to
1. strategies & policies for conservation of public and private lands
2. strengthen policies and initiate means for improving water quality
& protecting coastal areas

Contact date:
Notes:

✓
Foundation Name: Public Welfare Foundation, Inc.

Address: 2600 Virginia Avenue, NW, Room 505
Washington DC 20037-1977 **Ph:** 202.965.1800
Fx:

email:

Contact:

title:

Funding range: 3,000-\$315,000 1990 (ave 42,000)
types of support: matching funds, operating budgets, seed money, special proj

key words: grass roots orgs, environment, pop., elderly, youth underclass,
criminal justice, must serve low income populations with preference to
short term need

application type:

application deadline: none, board meets, Jan, April, July, Oct

response time: 3-4 months

Application procedures: application form not required, initial proposal with summary sheet

Program specifics:

Contact date:

Notes:

Foundation Name: Charles Stewart Mott Foundation

Address: 1200 Mott Foundation Building
Flint, MI 48502-1850

Ph: 313.238.5651
Fx:

email:

Contact:

title:

Funding range: 2,000-\$1,266,909 1990 (ave 10,000-100,000)

types of support: general, conf & seminars, continuing support, loans, matching funds, tech asst
operating budgets, prog-related investments, publications, seed #, special proj

key words: community improvement, environmental mgmt, training and improving
practices of leadership, community education, volunteerism
conservation, rural development

application type:

application deadline: none, board meets March, June, Sept, and Dec

response time: 60 to 90 days

Application procedures: proposal

Program specifics:

Contact date:

Notes:

✓
Foundation Name: W. K. Kellogg Foundation

Address: One Michigan Ave, East
Battle Creek, MI 49017-4058

Ph: 616.968.1611
Fx:

email:

Contact:

title:

Funding range: 494-\$20,000,000 1990 (ave 75,000-250,000)

types of support: seed money, fellowships

key words: application of existing knowledge, support of pilot projects that can be continued, improve human well being, youth, higher edu, leadership, community-based, problem-focused health services, food systems, rural life, philanthropy, volunteerism, groundwater resources

application type:

application deadline: none, board meets monthly

response time: 3 months to 2 years

Application procedures: form not required, initial letter

Program specifics: * says no grants for conferences unless already part of already funded project

Contact date:

Notes:

✓
Foundation Name: Ford Foundation

Address: 320 East 43rd Street
New York, NY 10017

Ph: 212.573.5000
Fx:

email:

Contact:

title:

Funding range: 2,000-\$5,000,000 1990 (ave 2,000-20,000)

types of support: matching funds, professorships, program -related invesments, publications, research, seed-money, sp. proj, tech. asst., continuing support

key words: experimental, demonstration, and development efforts, producing significant advances in: urban, rural poverty & resources, pop., repro health, rights and social jsutice, gov & public policy, edu & culture, int'l affairs conferences, seminars, consulting, exchange prog,

application type:

application deadline: none; board meets Dec, March, June, Sept.

response time: initial indiciation within 1 mo.

Application procedures: application form not required; initial letter, proposal, or telephone

Program specifics:

Contact date:

Notes:

Foundation Name: W. Alton Jones Foundation, Inc.

Address: 232 East High Street
Charlottesville, VA 22901
Ph: 804.295.2134
Fx: 804.295.1648

email: Debra J. Callahan, Grassroots Program Director
Contact: J.P. Myers, Executive Director
title: Charles O. Moore, Sustainable Society Program Officer

Funding range: high \$550,000 1990 (ave 5,000-500,000)
types of support: general purpose, special projects, research, conferences & seminars,
seed \$, matching funds, operating budgets
key words: protect earth from environmental harm, and eliminate nuclear warfare threat,
peace, conservation, arms control, environment, ecology

application type:
application deadline: none; board meets quarterly
response time: variable
Application procedures: initial letter of inquiry (2pgs): proj. goals, summary of methods, amount of funding
if proposal invited foundation with provide specifics

Program specifics: Sustainable World Program. limited to \$40,000-
1. Biodiversity - Amazon Basin, Pantanal & Parana-Paraguay watershed,
coastal wetlands of Louisiana, Pacific NW forests, Boreal forest (Siberia)
tropical forests of Irian Jaya
2. Economics of Sustainable Planet
3. Energy & Climate
4. Systematic contamination
5. Environmental Law /Media
*must have local env. focus, undertaken by local organizations

Contact date:
Notes:

✓
Foundation Name: Jessie Smith Noyes Foundation, Inc.

Address: 16 East 34th Street
New York, NY 10016

Ph: 212.684.6577
Fx:

email:

Contact:

title:

Funding range: 1,000-\$55,000 1990 (ave: 10,000-30,000)

types of support: continuing support, special proj, seed \$

* generally, no support for conferences

key words: prevent irreversible damage to natural systems

environment, family, planning, ag, ecology, L. America, conservation, women

application type:

application deadline:

response time:

Application procedures: initial letter of inquiry (1,2 pgs) including budget, if project of interest
full proposal (2copies) will be requested due in 1 month, application form required,

Program specifics: prevent irreversible damage to natural systems

1. tropical ecology
2. sustainable ag.
3. water and toxics
4. reproductive rights

Contact date:

Notes:

APPENDIX V

BUDGET

Oregon State University, Office of International Research and Development
MEXICO
WORKSHOP IN COASTAL RESOURCE MANAGEMENT
Today's Date: April 16, 1996
BUDGET FOR WORKSHOP - 4 WEEK DURATION

FIXED CONTRACTOR COSTS

	# of Units	Price/unit	Sub-Tot	Total
I. Salaries:				
A. Program Coordinator OIRD	20 days	119 /da	2380	4760
Program Coordinator	20 days	119 /da	2380	
B. Lead Trainer-Week 1	12 days	252 /day	3024	12096
Lead Trainer-Week 2	12 days	252 /day	3024	
Lead Trainer-Week 3	12 days	252 /day	3024	
Lead Trainer-Week 4	12 days	252 /day	3024	
C. Translators	2 22 days	165 /da	7260	10908
D. Office Support (student worker)	10 days	96 /da	960	
E. Drivers (student worker)	2 14 days	96 /da	2688	
TOTAL SALARIES				27764
II. Benefits/OPE:				
A. Program Coordinator	45 %		1071	
Program Coordinator	45 %		1071	
B. Lead Trainer-Week 1	34 %		1028	
Lead Trainer-Week 2	34 %		1028	
Lead Trainer-Week 3	34 %		1028	
Lead Trainer-Week 4	34 %		1028	
C. Translator	10 %		726	
D. Office Support (student worker)	5 %		48	
E. Drivers	5 %		134	
TOTAL BENEFITS				7163
III. Other Direct Costs				
A. Communication				300
Phone/Fax			300	
B. Transportation				
Van rental (7 passenger)	2	253	506	2606
Van mileage	2 3500 mi.	\$0.30 /mi	2100	
C. Receptions (trainers, staff, guests)				872
Welcome reception	9	8 ea	72	
Mid Course reception	20	20 ea	400	
Farewell reception	20	20 ea.	400	
TOTAL OTHER DIRECT COSTS				
FIXED DIRECT COSTS			66469	66469
OVERHEAD 15% (FIXED COSTS)			9970	
TOTAL FIXED TRAINING PROGRAM COSTS			76439	
TOTAL FIXED COSTS PER PARTICIPANT			3822	

|::

Oregon State University, Office of International Research and Development
 MEXICO
 WORKSHOP IN COASTAL RESOURCE MANAGEMENT
 Today's Date: February 2, 1996
 BUDGET FOR WORKSHOP - 4 WEEK DURATION

PARTICIPANT VARIABLE COSTS

		# of Units	Price/unit	Sub-Tot	Total
I.	Lodging	20	520 /month		10400
II.	Per diem	20	32 days 26 /da		16640
	Receptions				1200
	Welcome reception	20	20 ea.	400	
III.	Farewell reception/certificate	20	40 ea.	800	
IV.	Airfare (round-trip) Mexico-US	20	750 ea.		15000
V.	Health Insurance (Gateway International)	20	148 ea.		2960
	A. Course Materials				2000
	General supplies	20	100 ea.	2000	
IV.	Coastal Society Conference 7/14-7/18				
	Registration	23	235		5405
	Lodging	23	4 night 60		1380
	Per diem	23	5 day 26		598

PARTICIPANT VARIABLE COSTS

PARTICIPANT VARIABLE COSTS

OVERHEAD 15% (VARIABLE COSTS)

VARIABLE COSTS + 15% OVERHEAD

TOTAL VARIABLE COSTS PER PARTICIPANT

TOTAL COST PER PARTICIPANT

TOTAL COST

55583

8337

63920

3196

7018

140360

55583

APPENDIX VI
PRE-PROPOSAL

Larry Kressley, Acting Executive Director
Public Welfare Foundation
2600 Virginia Avenue, NW, Room 505
Washington, D.C. 20037-1977

10 September 1996

Dear Mr. Kressley,



OREGON
STATE
UNIVERSITY

Snell Hall 400
Corvallis, Oregon
97331-1641
USA

Oregon State University (OSU) is pleased to present the design for a joint U.S./Mexico, 4-week intensive training program, ***"Renewable Coastal Resources: Conservation, Management and Research."*** OSU recently surveyed prospective participants about their interests in such a program and received an overwhelming response - 108 responses to only 30 surveys distributed to university researchers and public officials. Those surveyed, represent 3 of the 4 economic regions in Mexico, where a coordinated management process for the coastal zone has never been implemented.

Since the passing of the U.S. Coastal Zone Management Act of 1972, OSU has been a key player in administering a comprehensive plan for managing coastal resources. Oregon's plan is a progressive model integrating a matrix of partners from the local to federal levels. Oregon State University has the only academic program on the west coast of the U.S. emphasizing the use of science in the development and execution of marine policy and coastal programs. OSU and other U.S. scientists are eager to share their expertise and experience with their Mexican colleagues.

The *Consejo Nacional de Ciencia y Tecnologia*, a Mexican funding agency, can support the cost of sending 2 participants to the training program. OSU has the capability of providing this course for 20 participants. This number creates an environment conducive to a participatory transfer of information. We are exploring the possibility of additional funding from organizations such as the Public Welfare Foundation to cover the costs for an additional 18 participants, estimated at \$7,025 per person.

Attached is the training program summary for your review. We would like to discuss the proposed course with you, in more detail and explore the possibility of submitting a full proposal. Thank you for your time and consideration of what promises to be a valuable step toward greater international collaboration on natural resource conservation and management issues.

Telephone
503-737-2228

Fax
503-737-3447

Telex
510-596-0686

Sincerely,

Larry Kenneke

Director, Office of International Research and Development

TRAINING COURSE
RENEWABLE COASTAL RESOURCES: CONSERVATION,
MANAGEMENT AND RESEARCH
MEXICO/U.S.

OVERVIEW

Training Duration	4 weeks between July-September 1997
Location	Oregon State University Campus
Number of Participants	20 experts from Mexico and OSU Faculty
Total Cost	\$140,500

ORGANIZERS

Project Director	Dr. James Good - Program Coordinator Marine Resources Management - Oceanography
Training Coordinator	M.S. Lisa Gaines - Office of International Research and Development (OIRD)
Program Organizers	Nick Hobgood - MS candidate/Marine Resource Management M.S. Salvador Garcia-Martinez - Marine Resource Management M.S. candidate Economics/Visiting scholar from Mexico

PROGRAM OBJECTIVES

1. Structured exchange of technical information in the area of Integrated Coastal Resource Management through interactive classroom sessions and field visits to successful coastal programs in Oregon.
2. Create a dynamic Mexico/OSU network of professionals who will have the opportunity to explore collaborative research projects and organize exchange programs in marine sciences for professionals, university faculty and students.

There is a general trend of collaboration between countries in North America. While trade issues are in the forefront, with the signing of the North American Free Trade Agreement, environmental issues are very important and must be acknowledged. More than two thirds of the world's population is located in coastal zones and these numbers are increasing. Coastal zones are home to complex ecosystems, they support many marine based industries and activities, and produce much of the world's seafood. Dialogue and exchange of information within and between nations is paramount in the development and implementation of effective plans for coordinated resource management programs. Professional training programs of this nature are excellent ways to promote this much needed international communication.

STRATEGY

A number of international donor agencies contact Oregon State University's Office of International Research and Development with requests for training programs. These proposed courses have predetermined goals which often do not match those of the participants. These requests come in two forms: 1. Requests for Proposals where the donor agency has established objectives specific to their current projects. 2. OIRD offers off-the-shelf courses where OSU has set training objectives for specific technical issues.

OIRD is introducing a new approach to training in its attempt to determine the participant's interests and needs before developing a training course. This needs-based methodology will lead to more appropriate training programs which better meet participant and country goals.

An extensive literature review of coastal issues in Mexico revealed a critical need for coordination of efforts in coastal zone management efforts. The 5 main issues that Mexico is facing are: depletion of fish stocks, marine pollution, uncontrolled growth in the tourism sector, a lack of coordination in coastal planning, and general environmental degradation.

In order to address these issues, the *Renewable Coastal Resources* course will incorporate the following topics:

- * **Fishery Economics** - Economic aspects of marine resource utilization and management, the "open access" aspect of marine resources and other management alternatives for marine fisheries, conflict and allocation of marine resources.

- * **Tourism/Coastal and Ocean Based Recreation** - Economic, cultural and natural resource aspects of the tourism industry; positive and negative impact of tourism.

- * **Environmental Assessment** - Environmental modeling and risk analysis, environmental impact statement preparation, environmental evaluation.

- * **Integrated Coastal Zone Management** - Laws, policies and programs with respect to:

- | | |
|---|----------------------------|
| * Coastal wetlands management | * Seafood industry |
| * Shoreline development and natural hazards | * Public involvement |
| * Conservation and marine protected areas | * Community-based planning |
| * Minerals and offshore development | |

- * **Marine Pollution** - Identifying sources of contamination, specific studies of contaminants, monitoring for the evaluation of marine pollution.

Thirty surveys were sent to Mexican university researchers and public officials working in coastal resources management. These surveys which were designed to measure the interest in a course addressing the 5 topics were distributed and 108 completed surveys were returned. Attached is a list of the respondents' organizations followed by a map depicting their geographic locations. The overwhelming response only confirms the need for such a training course. The 5 areas of interest have determined which faculty and local professionals to contact for participation in the proposed course. To date, the following 12 OSU faculty members have expressed interest in facilitating the course.

NAME	DEPARTMENT	NAME	DEPARTMENT
Jan Auyong	Oceanography	John Byrne	Oceanography
Jim Good	Marine Resources	Dick Johnston	AREC
Gordon Matzke	Geosciences	Mary Lee Nolan	Geosciences
Steve Polasky	AREC	Bruce Rettig	AREC
David Sampson	F & W	Courtland Smith	Anthropology
Gilbert Sylvia	AREC	Bruce Weber	AREC
Pat Corcoran	AREC		

*F&W = Fisheries & Wildlife

*AREC = Agriculture and Resource Economics

CURRICULUM DEVELOPMENT

The specific curriculum will be based on addressing the 5 areas of interest listed above. The training program will supplement classroom sessions with field trips to current coastal program sites on the Oregon coast. Course participants are being asked to bring materials from projects that they are working on in Mexico. These materials will be incorporated into the classroom sessions in order stimulate discussion and develop concrete strategies that the participants can actually incorporate into programs upon their return to Mexico. Also, OIRD will develop a technical resource guide which will include the course proceedings and will be available to the remainder of the 108 interested Mexican specialists.

OIRD is confident that this course will offer a unique forum for specialists from Mexico and Oregon to discuss and learn more about tools used to effectively address coastal and marine issues that are important to both countries. More importantly, the proposed course can create an arena where Oregon State University and Mexican research institutions can explore future cooperative agreements.

Cultivating a partnership between Mexico's Consejo Nacional de Ciencias y Tecnologia (CONACyT) and Oregon State University is important in fostering collaboration between Mexico and the U.S. The *Renewable Coastal Resources* course is a positive step towards developing this partnership. OIRD is currently searching for financial support from organizations interested in promoting this course and becoming members in this international partnership.

APPENDIX VII
FOUNDATION RESPONSES

140 South Dearborn Street
Suite 1100

Chicago, Illinois 60603-5285
Telephone: (312) 726-8000
TDD: (312) 920-6285

Nick
File

THE JOHN D. AND CATHERINE T.
MACARTHUR FOUNDATION

November 17, 1996

Larry Kenneke
Office of International
Research and Development
Oregon State University
Snell Hall 400
Corvallis, OR 97331-1641

Dear Mr. Kenneke:


Thank you for your letter inquiring about the MacArthur Foundation's interest in sponsoring eighteen participants to attend the Renewable Coastal Resources: Conservation, Management and Research training program. We have reviewed your materials with interest and carefully considered your request.

Regrettably, it will not be possible for the Foundation to support your request at this time. The World Environment and Resources Program concentrates on the conservation of biological diversity in selected global priority geographic areas in the tropics. Our support for education and training is strongly focused on developing scientific and professional capacity for addressing biodiversity conservation issues in the developing countries where we work.

We recognize the importance of environmental education, but due to our limited resources we can fund only a small percentage of the projects for which we receive requests. For this reason, we must often decline support for worthy projects such as the one you propose.

I am sorry that we cannot provide assistance. I do hope that you are able to secure the necessary funds to continue your important work.

Sincerely yours,


Richard J. Kaplan
Director of Grants Management,
Research and Information

RJK/ie

Enclosure

ROCKEFELLER BROTHERS FUND

1290 AVENUE OF THE AMERICAS
NEW YORK, NEW YORK 10104-0233

*Office of the
Secretary and Treasurer*

June 12th, 1996

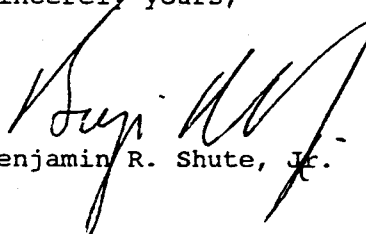
Dear Mr. Kenneke:

Thank you for your recent letter inquiring about the possibility of support from the Rockefeller Brothers Fund for your "Renewable Coastal Resources" training program.

We have read your letter with interest, and although we share many areas of mutual concern, I regret the Fund cannot provide the support you seek. Because of the number and wide range of requests we receive, the Fund has had to place restrictions on the variety of activities in which it can be involved. As a result, program priorities and the extent of existing commitments make it impossible for the Fund to respond favorably to many of the interesting and worthwhile programs and projects, such as yours, which come to us.

I am sorry we are unable to be of assistance, and hope you will understand our response is based on program emphases and budget restrictions that have been established to help the Fund concentrate its limited resources effectively. We wish you every success in finding the support you seek.

Sincerely yours,


Benjamin R. Shute, Jr.

Mr. Larry Kenneke
Director
Office of International
Research and Development
Oregon State University
Snell Hall 400
Corvallis OR 97331

THE ANDREW W. MELLON FOUNDATION

140 EAST 62ND STREET

NEW YORK, N. Y. 10021

(212) 838-8400

May 20, 1996

Mr. Larry Kenneke
Director
Office of International Research
and Development
Oregon State University
Snell Hall 400
Corvallis, OR 97331-1641

Dear Mr. Kenneke:

In response to your letter of May 9, I am sorry to have to tell you that support for the training program "Renewable Coastal Resources: Conservation, Management and Research" you describe does not fall within the current guidelines of the Foundation's Conservation and Environment program.

I regret that this cannot be a more helpful reply, but we have found it necessary to limit the range of our activities in order to work more effectively within the areas we have chosen for our programs.

Sincerely,

A handwritten signature in dark ink, appearing to read "Will Robertson". The signature is fluid and cursive, with a large initial "W" and a stylized "R".

William Robertson IV
Program Officer

The Moriah Fund

May 28, 1996

Larry Kenneke
Director
Office of International Research and Development
Oregon State University
Snell Hall 400
Corvallis, OR 97331-1641

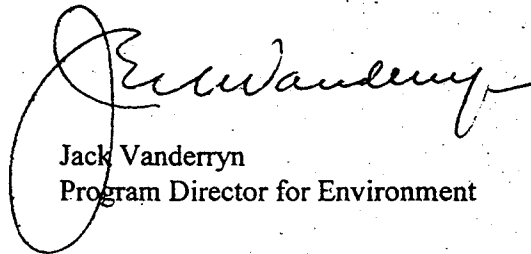
Dear Mr. Kenneke:

Thank you for your recent letter requesting support for Oregon State University's efforts to hold a four week training program, **"Renewable Coastal Resources: Conservation, Management and Research."** From a review of your materials, your efforts to promote collaboration and learning about coastal resources appear useful and important.

We continue to receive a large number of good proposals and must restrict our grantmaking to those that most closely fit our grantmaking guidelines. While your work is significant, Moriah has chosen to emphasize other issues. Thus, we are unable to respond favorably to your request.

We hope you will be successful in locating other sources of funding.

Sincerely,



Jack Vanderryn
Program Director for Environment



ARCO FOUNDATION
515 South Flower Street
Los Angeles, California 90071
Telephone 213 486 3342

Russell G. Sakaguchi
Executive Director

October 18, 1996

Mr. Larry Kenneke
Director
Oregon State University
Snell Hall 400
Corvallis, OR 97331-1641

Dear Mr. Kenneke:

Thank you for your letter of September 10, 1996 requesting support for the "Renewable Coastal Resources: Conservation, Management and Research" training program. The ARCO Foundation has completed a careful review of your request and regret that we will not be able to offer the support you seek.

Each year the number of worthy and compelling requests we receive far outpaces our available dollars. We simply do not have the resources to support all of the worthy projects that come before us.

Although we cannot grant the donation you seek, ARCO wishes you continuing success.

Sincerely,

R. G. Sakaguchi

Russell G. Sakaguchi

RGS:gmp

AGR 8448

JOHN R. ROBINSON, PRESIDENT

TELEPHONE: (203) 861-7314
FACSIMILE: (203) 861-7316

THE BEINECKE FOUNDATION, INC.

8 SOUND SHORE DRIVE
SUITE 120
GREENWICH, CT 06830

July 2, 1996

Mr. Larry Kenneke, Director
Office of International Research and Development
Oregon State University
Snell Hall 400
Corvallis, OR 97331-1641

Dear Mr. Kenneke:

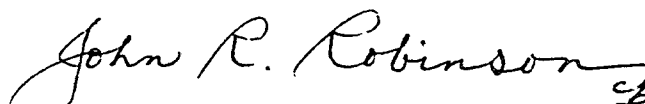
Receipt is acknowledged of your recent letter to The Beinecke Foundation, Inc.

We are sorry we are unable to include support for your organization in our budget.

This is not because we are unsympathetic to your needs, but because the funds available to us for grants are too limited. We carefully review every request and make as equitable a distribution as we can, but it is not possible for us to meet all of the opportunities that are presented to us.

We regret we cannot help you in your efforts to raise funds but believe you can well understand that we must say "no", and extend our best wishes for success.

Sincerely,

A handwritten signature in cursive script that reads "John R. Robinson". To the right of the signature is a small, stylized monogram or initials, possibly "JR".

John R. Robinson
President

JRR:cb

THE · NATHAN · CUMMINGS · FOUNDATION

July 17, 1996

Reference No.: 12009 (E)
For all inquiries

Mr. Larry Kenneke
Director
Oregon State University
202 Apperson Hall
Corvallis, OR 97331

Dear Mr. Kenneke:

Thank you for the materials you sent us. We have carefully read them and have considered them in light of our foundation's goals, priorities, and commitments.

We believe that the work you are doing is important and we regret that we are unable to give you support at this time. The Foundation is faced with the necessity of choosing a very limited number of organizations from a great many excellent candidates across the nation and can support only a small percentage of the many requests we receive. The number of inquiries we receive makes it impossible for us to provide a more detailed explanation of our decision.

We wish you every success in your good work, and thank you for thinking of The Nathan Cummings Foundation.

Sincerely,



Richard F. Mark
Environment Program Director

RFM:amk

**THE TINKER FOUNDATION
INCORPORATED**

55 EAST 59TH STREET, NEW YORK, NEW YORK 10022 • TELEPHONE (212) 421-6858 • FAX (212) 223-3326

RENATE RENNIE
President

January 7, 1997

Mr. Larry Kenneke
Director
Office of International Research and Development
Oregon State University
Snell Hall 400
Corvallis, OR 97331

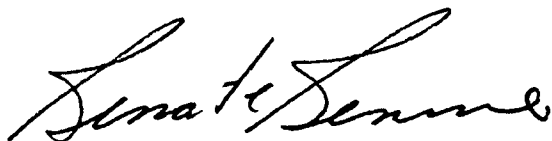
Dear Mr. Kenneke:

Thank you for your letter outlining your joint U.S./Mexico intensive training program *Renewable Coastal Resources: Conservation, Management and Research*.

Unfortunately, we cannot encourage you regarding Tinker Foundation support. Although we do support projects dealing with Spain, Portugal and Latin America, the activities you have described do not fall within our current funding focus.

Please accept our best wishes for securing the assistance which you are seeking for your program from other sources.

Sincerely,



RR:sk

The Prospect Hill Foundation

Suite 3020
420 Lexington Avenue
New York, New York 10170
(212) 370-1144

May 20, 1996

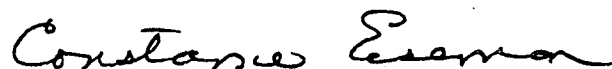
Mr. Larry Kenneke
Director, Office of International Research and Development
Oregon State University
Snell Hall 400
Corvallis, OR 97331-1641

Dear Mr. Kenneke:

Thank you for your letter regarding possible financial support from The Prospect Hill Foundation for the 4-week U.S./Mexico training program, Renewable Coastal Resources: Conservation, Management and Research.

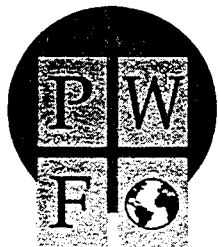
Unfortunately, The Prospect Hill Foundation will not be able to provide the financial assistance you seek. The Foundation must decline many worthwhile causes, such as yours, much as it would like to be of help. We wish you success elsewhere.

Sincerely,



Constance Eiseman
Executive Director

CE:tdl



Public Welfare Foundation

funding a world of change

October 31, 1996

Mr. Larry Kenneke
Director
OREGON STATE UNIVERSITY
Office of International Research &
Development, Snell Hall 400
Corvallis, OR 97331-1641

Dear Mr. Kenneke:

We recently received your letter inquiring about the possibility of receiving funding from the Public Welfare Foundation. With regrets, we must discourage you from submitting a more formal proposal.

Although we would like to be able to respond affirmatively to more requests, we receive far more proposals than can be funded. Therefore, specific areas have been identified within each of our categories of interest and our grantmaking is confined accordingly. These sub-categories are outlined in our funding guidelines, which are available upon request, if you have not already obtained a copy.

With each inquiry received, an effort is made to consider all possible connections within our categories of funding. In your case, the request is related to one of our identified program areas but does not reflect our current emphasis within this area. This determination is based on our own internal limitations and is not intended as a negative reflection on your work.

Please accept our thanks for contacting us. We wish you success in securing the necessary funds.

Sincerely,

Rebecca Davis
Senior Program Officer

RD/jb



CHARLES STEWART
MOTT FOUNDATION

June 26, 1996

Mr. Larry Kenneke, Director
Office of International Research and Development
Oregon State University
Snell Hall 400
Corvallis, Oregon 97331-1641

Dear Mr. Kenneke:

Thank you for your letter of May 9, 1996, inquiring about possible Mott Foundation support of your U.S./Mexico training program concerning renewable coastal resources. As I assist the Foundation with its environmental grantmaking, your proposal has been forwarded to me. Please be assured, I have reviewed it thoroughly.

As a marine geologist and environmentalist, I understand the importance of basing coastal resource management on sound science. In addition, I commend your efforts to promote information exchange between Mexican and U.S. researchers. Thus, it is with regret I inform you that the Foundation has declined your request for funding. This decision in no way reflects on the merit of your work, rather the scope of your project does not fit within our established environmental priority areas. The Foundation currently funds protection of the Great Lakes ecosystem, reform of multilateral lending and trade policies, and prevention of toxic pollution. While some aspects of your project address toxic pollution, the Foundation's prevention of toxic pollution program specifically supports efforts to reduce pesticide use, prevent pollution in manufacturing, and promote a toxics movement in Latin America.

Thank you again for your inquiry. I am sorry we are not able to provide funding, but if you have not already done so, I would suggest contacting Pew Charitable Trusts, as it has a marine ecosystem program. I wish you success in securing other sources of funding.

Sincerely,

Ms. Payal Parekh
Program Assistant

PPP:cg
28962



CHARLES STEWART
MOTT FOUNDATION

May 21, 1996

Mr. Larry Kenneke
Director, Office of Intnl. Research & Development
Oregon State University
Snell Hall 400
Corvallis, Oregon 97331-1641

Program: Training Course - Renewable
Coastal Resources: Conservation,
Management and Research Mexico/U.S.

Dear Mr. Kenneke:

Thank you for your recent request for support from the Charles Stewart Mott Foundation. We appreciate your interest. Your proposal has been assigned to Program Officer Lois R. DeBacker.

After the initial review of your proposal, the program officer will make a recommendation for denial or will conduct a more thorough investigation. Even if the program officer recommends funding, your proposal still must go through a review process by senior management and final approval by the Foundation's President or Board of Trustees. If the Foundation needs additional information, the program officer will contact you.

As you can understand, we cannot fund every worthy proposal we receive. We will try to give you feedback on the initial stage of the review process within four to six weeks.

Sincerely,

Fran Bell
Administrative Assistant

FB:gms
28962

October 10, 1996

Mr. Larry Kenneke
Director
Office of International Research
and Development
Snell Hall 400
Oregon State University
Corvallis, OR 97331-1641

Dear Mr. Kenneke:

We have reviewed your September 10 letter through which you request a \$126,450 grant to enable experts from Mexico and the United States to participate in a training course on renewable coastal resources.

We appreciate the opportunity of reviewing your proposal and wish it were possible to give an affirmative response. However, the Foundation receives far more requests to assist worthwhile endeavors than our relatively limited resources will permit. This leads to difficult decisions in establishing priorities and means that many important activities such as you have proposed cannot be supported by the Foundation.

Although the Foundation cannot be of assistance, we do hope you will be able to secure the necessary funds from other sources.

Sincerely,

Mrs. Nancy A. Sims
Manager-Grant Proposals

NAS/lbm

cc: Dr. Marcos Kisil
Dr. Heliodoro Diaz

**W.K.KELLOGG
FOUNDATION**

One Michigan
Avenue East
Battle Creek, MI
49017-4058
USA
616-968-1611
TDD on site
Facsimile: 616-968-0413

*To help people
help themselves
through the practical
application of knowledge
and resources to improve
their quality of life and
that of future generations*

THE FORD FOUNDATION
320 EAST 43RD STREET
NEW YORK, NEW YORK 10017

PROGRAM DIVISION
RURAL POVERTY AND RESOURCES PROGRAM

October 10, 1996

Mr. Larry Kenneke
Director
Office of International Research and Development
Oregon State University
Snell Hall 400
Corvallis, OR 97331-1641


Dear Mr. Kenneke,

Thank you for your recent letter to Mr. Barron M. Tenny, Secretary of the Ford Foundation, inquiring about support for a joint U.S./Mexico training program. Your correspondence was forwarded to me for review and response.

Unfortunately, your program does not appear to fit with goals and priorities of the portfolio I manage. This decision does not reflect an adverse judgment on the quality or importance of the proposed work. Rather, it reflects the fact that the Foundation receives far more proposals than it has the resources to support and must confine its work to a limited number of fields.

I wish you every success in obtaining the support you need from other sources.

Sincerely,



Jeffrey T. Olson
Program Officer

W. ALTON JONES FOUNDATION
232 EAST HIGH STREET
CHARLOTTESVILLE, VIRGINIA 22902-5178

June 13, 1996

Mr. Larry Kenneke
Director, Office of International Research & Development
Oregon State University
Office of International Research and Development
Snell Hall 400
Corvallis, Oregon 97331

Dear Mr. Kenneke:

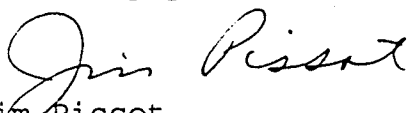
Thank you for your letter of inquiry to the W. Alton Jones Foundation.

The foundation is currently accepting grant applications in two program areas: protection of the global environment and prevention of nuclear war. In both of these areas our primary focus is on programs that emphasize specific activities leading toward policy change. Our environmental work currently emphasizes four issue areas: development and implementation of rational energy policies, prevention and remediation of systematic toxic contamination, deceleration of climate change and preservation of biological diversity. The work on biodiversity is further restricted to three watersheds (coastal Louisiana; the Pantanal and Paraguay-Parana River system; the greater Amazon Basin) and three forest systems (eastern Siberia; Irian Jaya; ancient forests of the Pacific Northwest and SW Canada).

Your inquiry was reviewed for its potential as a proposal to the Sustainable Society Grassroots Environmental Program. While the activities you propose have significant merit, I do not feel that the project described in your letter falls within the current program priority areas of our foundation. Therefore, I cannot recommend at this time that you submit a full proposal to us for consideration.

I wish you all the best in finding other sources of funding for your work.

Sincerely yours,


Jim Pissot
Grassroots Environmental Program Officer

JP/ljs



Jessie Smith Noyes Foundation

Charles F. Noyes, Founder

6 East 39th Street, 12th Fl.
New York, New York 10016
Phone: 212/684-6577
Fax: 212/689-6549
Email: noyes@igc.org

May 17, 1996

Mr. Larry Kenneke
Office of International Research and Development
Oregon State University
Snell Hall 400
Corvallis, OR 97331-1641

Dear Mr. Kenneke:

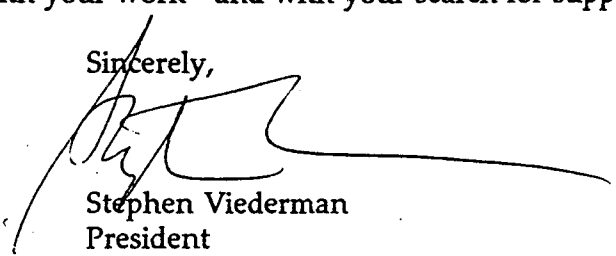
We have received your letter inquiring about the possibility of support from the Jessie Smith Noyes Foundation. Unfortunately, we will be unable to consider your request. This decision represents a change in our Program Guidelines, and is not a qualitative judgement.

Faced with the increasingly difficult question of how the Foundation can best use its limited resources, and in response to evolving priorities, the Foundation's Board of Directors has decided to concentrate on reproductive rights and environmental issues in the United States. Consequently, we are phasing out our Tropical Ecology, Sustainable Agriculture and Reproductive Rights programs in Latin America and, therefore, can no longer accept new applications for support from organizations addressing these issues.

We are inspired by the effective work being done by Latin American NGOs to preserve and sustainably develop the region's natural resources and to protect and enhance the reproductive rights of Latin American women. Although we will no longer be able to support that work directly, we hope our efforts here in the United States will complement it as people throughout the hemisphere struggle to create a more sustainable and equitable future.

We wish you every success with your work - and with your search for support.

Sincerely,



Stephen Viederman
President

SV/oo

THE DAVID AND LUCILE PACKARD FOUNDATION

November 18, 1996

Mr. Larry Kenneke
Director
Oregon State University
Office of International Research and
Development
Snell Hall 400
Corvallis, OR 97331-1641

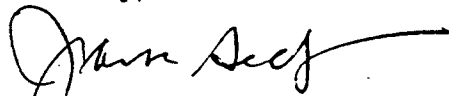
Dear Mr. Kenneke:

Thank you for your letter dated September 10, 1996, inquiring as to the Packard Foundation's possible interest in providing support for a joint U.S./Mexico four-week training program, "Renewable Coastal Resources: Conservation Management and Research". I'm sorry we will not be able to provide funding for this project.

The Packard Foundation's Conservation Program does not have a large budget and, therefore, we are not in the position of being able to fund all the important and worthwhile projects, such as yours, that come our way. Our funds are primarily committed to projects we have solicited or worked with grantees to develop.

I appreciate your contacting us and wish you much success in securing funds from other sources for your important efforts.

Sincerely,



Jeanne C. Sedgwick
Senior Program Officer

JCS:mp

Ruth Mott Fund

120 E. 1st Street, Suite 1726
Flint, Michigan 48502-1941
(810) 232-3180

November 18, 1996

Oregon State University
Attention: Larry Kenneke
Office of International Research and Development
Snell Hall 400
Corvallis, OR 97331-1641

Dear Larry Kenneke:

We have received your letter dated September 10, 1996, requesting support of a training course on renewable coastal resources. We appreciate your sending the information on this project.

However, one of the negative aspects of foundation work is having to deny proposals of merit that do not fall within our giving areas. Regretfully, we are unable to give consideration to your request as it does not fall within the guidelines of the Ruth Mott Fund. A copy of our guidelines is enclosed for your review.

I am sorry we cannot be of assistance. Best wishes for success in securing the necessary funds from other sources.

Sincerely,



Robert Stix
Program Officer

RS:cb

Enclosure