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Beahrs  
**Environmental Leadership Program**  
COLLEGE OF NATURAL RESOURCES UNIVERSITY OF CALIFORNIA, BERKELEY

# ALUMNI NEWSLETTER

## The Leadership Issue

- Leadership Communication (1)
- Letter from Robin Marsh (2)
- David Zilberman in China (2)
- Western Leadership in an Authoritarian Environment (3)
- Leadership & Ecological Democracy (4)
- Leadership for HIV/AIDS Impact Mitigation (5)
- Leadership in Sustainable Development Conference in St. Petersburg, Russia (6)
- Communities Lead in the Protection of Natural Resources (7)
- Leadership in Action: Nani's Forest School (8)
- SGI Update: Nepal (10)
- SGI Update: Uganda (11)
- ELP Alumni News (12)
- ELP Alumni Reunions (13)

### Feature Article

## Leadership Communication: An Invitation to Dance

By Bill Sonnenschein

Communication, as Beahrs ELP participants have heard me say, is a dance. We need to dance to learn about each other and share meaning. Leadership is also a dance. We dance to develop trust, and to connect with members of our communities. You can't just grab someone and make him dance with you; you need to invite him to dance.

Every leader needs to understand how to lead her specific communities with the knowledge gained through dancing with those communities, through listening. While environmental leadership implies a certain type of knowledge, the leadership skills are mostly the same skills used in politics or business. Leadership is leadership. The Beahrs Environmental Leadership Program offers many ways to learn knowledge, and participants take a leadership communication workshop. Yet how good are your invitational

skills?

Are you as adept at inviting government officials to dance as you are at inviting indigenous communities?

Do you listen to either of those

communities as well as you listen to other environmentalists? If you don't listen to them all well, respect their ideas, show them genuine interest and respect, you will never communicate; you will not dance.

One of the best ways to invite people to

dance is to use "Authentic Inquiry." Leaders can use this skill to invite people into the conversation, and ultimately motivate them to cooperate. Authentic Inquiry means asking questions in ways that show genuine interest in the people we are speaking to, and interest in their answers. It means showing curiosity. Be interested in and value what every individual brings to the conversa-



Bill Sonnenschein

tion. That interest and value will inspire the person to contribute to the discussion, and be more willing to listen to what you have to say.

When you inquire authentically, you *want* to hear the answers; you show curiosity rather than indifference or contempt. And you gain insights and ideas. Think specifically about how you ask questions. Are you curious about and interested in what the other person has to say, or are you merely going through the motions? Do you value and respect the person you are listening to, or are you just being polite? Check your attitude. Here are a few tips on how to use the Authentic Inquiry process successfully.

**Be yourself.** If the person you are conversing with feels you are phony, that you either do not care about what she has to say, or that you are acting out a part that seems different from whom she knows you to be, she will neither trust you nor want to listen to your ideas.

**Open yourself.** Perhaps nothing helps good communication and leadership more than an open environment. When people feel free and safe to contribute to a conversation, they will contribute. An effective communicator knows that by sharing a part of himself, through self-disclosure, he creates an open environment.

**Listen actively.** Active listening, a skill participants practice during the Beahrs Environmental Leadership Program, means listening to and trying to understand the speaker's thoughts and feelings by restating, or paraphrasing, what the speaker has said. When we

(Continued on page 9)

### Important Announcement:

## Calling for Small Grants Initiative Proposals!

The Small Grants Initiative is a program designed especially for ELP alums to receive financial support for your conservation, environmental management and sustainable development activities in collaboration with UC Berkeley faculty and students. Grants range from \$5,000 to \$10,000 and applications are due in just a few weeks! If you would like to apply, please consult the ELP website for the application and guidelines, and submit your completed form by December 15.

**Deadline:  
December  
15!**



## Letter from Robin Marsh

Co-Director  
ELP

Reading over the articles in this issue, despite the variation in place and topic, you will be struck by the similar call for “democratic” leadership. When local leaders and communities are involved in planning natural resource use and management, there is less abuse and the chances for success are higher. Gladys Mutangadura (ELP '04) writes about the devastating impact of HIV/AIDS on food production in southern Africa, and how local institutions such as labor-sharing on communal fields and allocating harvests to families in need, have helped afflicted families to survive. But local efforts are not enough, and in the successful case of Botswana, government at the highest level is coordinating and supporting local level efforts to mitigate HIV/AIDS suffering. Sam Ubi (ELP '04) writes of an interesting partnership in southern Nigeria between traditional chiefs and park rangers to detect and punish illegal primate hunting and trade. Traditional punishment for these crimes is far harsher than the relatively small government fine, and, presumably, a greater deterrent.

Peter Kuria (ELP '01) calls for leaders to embrace “ecological democracy”, as the only means to avoid conflict between people and conservation. Undemocratic leadership prevails when powerful conservation organizations prioritize biodiversity and wildlife conservation at the expense of local land rights, resource access and basic human needs. Ecological democracy calls for inclusion of affected peoples in ecological decision-making. It is a great credit to the ELP authors, that they show pragmatic and positive ways out of the poverty versus conservation controversy. The SGI profiled projects in Uganda (water quality monitoring) and Nepal (forest communities' entrepreneurship) again demonstrate pragmatic and innovative

(Continued on page 15)

### Feature Article

## What I Learned in China

By David Zilberman, Co-Director ELP



David Zilberman at the Great Wall of China.

As a kid I, dreamt about visiting China, and this summer it happened. I spent three weeks in China as a guest of the Chinese Academy of Agriculture and the Department of Water Resources. I split my time between Beijing and Western China, and that was a refresher in policy and leadership. I have always believed that there is no substitute for first-hand experience. Policy books and reports are valuable, but to do policy work it is important to “be there.” My three weeks in China hardly qualifies me as an expert, but it does allow me to form impressions and make tentative policy proposals.

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*“China has achieved much yet has a long way to go. It requires leadership that will assess correctly the situation, have the courage to change direction and sometimes make unpopular choices, and be able to sell it.”*

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I was amazed by the construction cranes that have sprouted everywhere in Beijing and the new wide roads and the fast rate of development in that city. I saw impressive restaurants and some luxury stores that serve the growing middle class, and blocks of 30-

story high buildings that house thousands. I could not avoid observing that the vast majority of people are still fighting for survival. I was overwhelmed by the congestion, the high human density, and rapid speed of action. When I came back from China, downtown Oakland seemed like a small village, and I appreciate the trees and open space we still have in Berkeley.

I spent two weeks on the road touring 2,000 kilometers of western China. Much of this vast land is a desert, but it had

major agricultural regions that depend on irrigation. Large canals cross the land, and we visited several major dams. The yields of the farms are impressive, and the fruits (the watermelons) they grow are delicious. Yet, continuation of the current tendencies will result in further diversion of surface water and depletion of groundwater. The expansion of water supplies is likely to be environmentally harmful and unsustainable. I learned that water in western China is cheap, and there is limited use of conservation technologies. One encouraging sign is the establishment of conservation societies that aim to promote conservation and improve management to increase water-use efficiency.

Based on some data I figured that such activities have to be carried out on a large scale. Water user associations will have to tax their members and improve conveyance facilities so that less water will be lost in transit. Water prices should be raised to provide incentives to adopt conservation technologies. Conservation efforts should sometimes be subsidized, and research to improve irrigation efficiency should be emphasized. Furthermore, I question the wisdom of expanding food production to assure that China will be always self-sufficient. Given China's population, it could and should be a major food producer growing food for much of its

(Continued on page 15)

## Feature Article

## Western Leadership in an Authoritarian Environment

By Chris Aldridge (ELP 2005)

*Chris Aldridge, ELP 2005, argues that some unusual challenges to applications of Western leadership in an authoritarian, hierarchical culture are often about meeting stereotyped pre-conceptions, along with a deft touch; and that the winning or losing takes place in the first few minutes.*

It was in 1996, in midsummer, in the northern capital of Tajikistan. I'd had a rough, gruelling road trip from Tashkent in Uzbekistan. Our team leader, an old buddy from England, met me at the door of his headquarters.

'Good timing! We have a meeting in 45 minutes. You will lead. Got a leather jacket? No? Carl, give him your jacket.'

Ah - the leather jacket technique! In those days, in Tajikistan, you could not impress the old Soviets - who had somehow kept their chairmanships of massive agricultural co-operatives (they were not keen to relinquish such assets and return with their fellows to mother Russia) - with a pinstripe, English suit. No - if you wanted to be taken seriously in that arena in those days; if you wanted to trade the opponent metaphorical blow-for-blow, then receive declarations of lifelong devotion and even a hint at his third daughter's hand in marriage, you first needed a certain charisma, all spun around a black leather jacket - big in the shoulder, and the walk and perhaps a couple of henchmen to go with it. From the beginning, you were being scrutinized for badges of strength and power.

In some ways, this macho stuff was a great

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*“In matters of environmental leadership in most parts of China, leadership will only follow on from effective management — the management and manipulation in your first minutes of a meeting.”*

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disappointment to me – and along with it the cosmetic, first impressions implications – but it alerted me to the price to be paid if you did not pay tribute to the facts of life – in the regime of the day. I became interested in some of the simplicities of management and leadership, which in parallel, in the nineties in Europe, was shifting ground rapidly, with empowerment of staff and teams at its core.

There are plenty of texts to help prepare you to be an effective leader. Perhaps you are heading an embryonic NGO and you seek effective management in the environmental or natural resources fields. In those books' pages, you will be reminded of the three applicable leadership styles - authoritarian, consultative and facilitating; but, might it be simpler than that?

Let me fast-forward from Tajikistan to south-west China of the present. Now, perhaps you should throw away the text books? Okay, I know it will not be easy for the leadership guru or management aficionado to assimilate the following, but...first impressions, style and accessories will be settling the outcomes of your power plays, and you will need to jettison – early - any pretty schedules and some of the stuffy, formal briefings from your team.

Perhaps back home, you have incorporated all the latest European tricks of participatory management - you now sit outside your enfranchised teams, and you have delegated onward just about every personal role (and perhaps never felt comfortable with much of this). But now you are in south-east Asia, so firstly disregard your critics who may have said you always blurred the distinction between leadership

and management; for, in matters of environmental leadership in most parts of China, leadership will only follow on from effective management – the management and manipulation in your first minutes of a meeting; and your management skills are going to be stretched, teased, probed, distorted and perhaps even metaphorically spat upon.

The Soviet instincts amongst your new Chinese pals will chiefly be driving the proceedings.

My words here are perhaps not enjoyable, but I suggest to you that the first minutes are crucial and for that period it's all about how you look, the sense of power you give off and certain accessories - and most of these items are needed to meet

and satisfy the pre-conceptions of the home side. What will codify your power, and then go on to impress? Definitely, throw the old leather jacket to one side (you couldn't even use it in Albania nowadays). Your definitive meetings will chiefly be in a metropolitan setting and (if a male) you need a dark, well-cut British style suit and a crisp white shirt; but no army or navy stripes in the tie - keep that sober; let us avoid suggestions of any previous military life. It also helps if you dominate a little with tallness, and some baldness and whitish whiskers automatically award you credits of wisdom and maturity. Definitely you should have a certain *laissez-faire* casualness as an add-on – a “I can walk away from this meeting anytime I like” message.

Your number one accessory is not the latest generation laptop or palm pilot computer; it is your interpreter! At this point, I hope for understanding and patience and no accusation of chauvinism. If you are a male, Western, project leader then quite simply, your interpreter should be female,



Chris Aldridge tests his leadership style in China. Does he look the part?

## Feature Article

## Leadership for Ecological Democracy: A Balancing Act of Acts, Access, Development and Conservation

By Peter Kuria Githinji (ELP 2001)

Human communities and economies are dependent upon the health and long-term vitality of natural systems for their sustenance with clean air, water and soil being essential for the good health and quality of life. Importantly, biodiversity and ecosystem integrity represent key characteristics that allow nature to constantly cycle and recycle material within its complex web of systems. However, undemocratic practices ingrained in capitalism, ecological discrimination, and global inequalities are a major threat to this long established natural control of biodiversity and ecosystem integrity.

Within the umbrella term of ecological democracy, contentious socio-political, environmental and sustainable development issues can be articulated. Ecological democracy recognizes the role of human rights in holistic development. It also emphasizes the placing of control and the protecting of resources by the local populations or communities. Within the framework of ecological democracy there is emphasis on the guarding of undue influences on vulnerable communities be they economic, cultural or political, plus, the strengthening or creation of institutional frameworks that reinforce cultures and traditions.

Environmental movements have borrowed from the historical paradigm of conservation, which unfortunately in large part is driven by a strong agenda for 'natural resources' protection. This paradigm in itself has played a big role in the marginalizing the local communities and creating a people versus resources conflict. At the same time, the Northern thinking has played a major role in the architecture of environmental policies in

the South. These policies have denied local people their natural rights and broken down any systems of environmental management that could have existed in the past. In this regard, the current legis-



Have we reached the zebra crossing for ecological development?

lative and conservation policies of many Southern governments e.g. Kenya and India are at loggerheads with ecological democracy at the very least when local communities demand for their environmental rights within the broader context of political democracy.

In the South, developmental inequalities puts survival issues like acquiring of adequate food, water and fuel a top priority for the majority of people. In turn, this creates the apparent "silent indifference" to local environmental concerns. Despite the perceived indifference, a local group of people sharing defined ecological districts or certain interests is very aware that the only way to protect or promote their interests is mostly through voluntary cooperation. Within these local groups seeding the message of ecological democracy does not pose a challenge; the challenge lies in the changing of governmental institutions and practices to represent the needs and aspirations of these marginalized groups. On the other hand, if the governments were to listen to the voices of the marginalized majority and approve legislative framework changes (i.e. with regard to national parks and reserves), these changes might be disastrous if proper planning is not articulated and in place, and would genuinely be a great challenge to the ecological balance of a specified ecosystem. Decisions often made in remote and far

removed places tend to have adverse impacts on local ecosystems often with devastating effects. For this and other reasons, it is important when seeking for durable solutions, decision makers should be actively engaged in processes that lead to desirable outcomes and be made accountable to the consequences of their decisions. It is in this regard that the conventional human decision-making structures should be re-examined and overhauled, from governments (political will) to industrial lead development processes and down to the community level.

In conclusion, ecological democracy is yet another platform from within which the quest to restore human dignity, access to livelihoods and reaffirmation of traditional values can be sought. Major differences will emerge under the different contexts; from the threat of losing of livelihoods control and traditional lifestyles through external encroachment to the fights to regain access to lands and livelihoods that have in recent history been appropriated and converted into parks, refuges and reserves. These two opposing cases represent the diametrical challenges to the practicality of ecological democracy while at the same time pointing out to the necessity of a coherent strategy that identifies and mitigates remote actions and activities that can potentially influence the local political and ecological dynamics.

"Environmental movements have borrowed from the historical paradigm of conservation, which unfortunately in large part is driven by a strong agenda for 'natural resources' protection. This paradigm in itself has played a big role in marginalizing the local communities and creating a people versus resources conflict. "

## Feature Article

**Leadership for HIV/AIDS Impact Mitigation in Rural Southern Africa**

by Gladys Mutangadura (ELP 2004)



Mobilizing communities for HIV/AIDS mitigation in Southern Africa requires strong leadership.

The HIV/AIDS epidemic is having a debilitating impact on rural households and their livelihoods in sub-Saharan Africa. About 60% of Southern Africa's population of 120 million resides in rural areas and depend on smallholder agricultural production for their major source of livelihood. Southern Africa continues to have the highest HIV prevalence in the world, leading to worsening levels of chronic ill health and death. The latest UNAIDS updates on HIV/AIDS prevalence in southern Africa show HIV rates that surpass 20% in six countries in the sub-region.

HIV/AIDS is having a damaging impact on smallholder agriculture in Southern Africa. Problems are evident in areas such as food security; depletion of labor; loss of inter-generational knowledge and skills; loss of income, increased workload and land inheritance rights for women and youth. Most experts now believe the fight against HIV/AIDS should be multi-sectoral, involving a combination of prevention, treatment and care and mitigation. Mitigation – reducing or offsetting the impact of the disease - is increasingly important, as illness and mortality take a greater toll.

To date, there are a number of ways in which various leadership roles can be used to strengthen HIV/AIDS mitigation and help improve the welfare of those affected at community and national levels. Leadership styles such as visionary, facilitative, respectable, persuasive, exemplary and entrepreneurship are important at all the levels to enhance success and sustainability of mitigation measures.

At the community level, the responsibility for coping with the negative impacts of HIV/AIDS falls upon leaders such as chiefs, spiritual leaders, local political leaders, and administrators who take the lead in promoting mitigation interventions. For example some chiefs have taken initiative to revamp mitigation strategies that were used long ago to mitigate the impacts of drought. One such strategy is called chief's field (called *zunde ramambo in Zimbabwe and indlunkhulu communal fields in Swaziland*) in which, the chief take the lead in having a communal field that is ploughed by the community members and the produce from this field is given to those who are vulnerable. This initiative has been reported to be effective in some communities where chiefs have leadership traits of being persuasive in mobilizing the communities and community members are still cohesive. Other examples of informal community initiatives in which community leaders have a major role in ensuring total societal mobilization to participate and in scaling up of the activities include labour-sharing clubs, draft power clubs, community seed banks, rotating savings and credit associations, burial societies and mutual assistance associations.

Respected community members such as teachers, extension officers, health officers, spiritual leaders and other rural development leaders have enormous responsibilities in leading community initiatives on HIV/AIDS mitigation. They play important facilitative and exemplary roles in providing information on mitigating the agricultural impacts of HIV/AIDS by educating the farming communities through, for example, farmer field schools, awareness-raising seminars, workshops, women's associations, adult literacy classes, and church associations. Their catalytic role also helps in ensuring the success of the mitigation activities of more formal community-based organisations (CBOs) and NGOs that include some of the following interventions: promotion of sustainable labor-saving practices such as conservation farming, supply of inputs such as seed and fertilizer, promotion of drought resistant crops such as cassava and sweet potato, promotion of income generation activities, provision of targeted food aid, and provision of antiretroviral treat-

ment.

At the national level, the heads of state have the capacity, through their statements and actions, to shape debate and dialogue and create a national vision and social change for HIV/AIDS mitigation. The government has the prime responsibility for providing guidance and leadership in HIV/AIDS mitigation. The government can achieve this by developing a policy and legal framework that guides the process of designing and implementing mitigation interventions at national and sectoral levels. In most countries in Southern Africa this has involved adoption of a national HIV/AIDS strategic framework national HIV/AIDS coordination mechanisms.

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*“Respected community members such as teachers, extension officers, health officers, spiritual leaders and other rural development leaders have enormous responsibilities in leading community initiatives on HIV/AIDS mitigation .”*

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One country where the heads of state through their visionary leadership has produced impressive results on HIV/AIDS mitigation in the sub-region is Botswana where the President led in declaring HIV/AIDS a national emergency, in creating and chairing a National AIDS Council. It began a program of free antiretroviral (ARV) treatment, the sole policy intervention that can strengthen resilience by lengthening the productive life of people living with HIV/AIDS, ensure continued availability of labour in the rural sector and long-term effect on food security. The program now has the largest national coverage of the people who need antiretroviral treatment estimated to be more

*(Continued on page 17)*

## Feature Article

## St. Petersburg State University Hosts Leadership in Sustainable Development Conference

Based on material from Andre Zamulin and Svetlana Chernikova (ELP 2003) - written by Tricia Yang



Participants discuss common leadership issues in Sustainable Development.

On October 27, 2005, St. Petersburg State University (SPSU) hosted a workshop on Leadership in Sustainable Development. The seminar served as a continuation of a summer 2005 workshop led by UC Berkeley's Bill Sonnenschien and Andrey Zamulin in Petrodovets, Russia and convened 17 participants drawing from SPSU's management, biology and geography faculty as well as the business and public sectors. The seminar was led by Svetlana Chernikova (ELP '03) and Andrey Zamulin.

The workshop was designed to generate discussion among participants in order to discover common leadership themes and challenges that exist in the field of sustainable development. The participants were also called upon to develop solutions for addressing shared challenges. These exercises produced valuable perspectives on the issue of leadership in sustainable development, including the following definition of what it means to lead in this sector: "Leadership in the field of Sustainable Development refers to a desire and ability to address development problems — problems that can be reduced to a single common denominator that unites all those working in the sector." This definition clarified the prevalence of similar issues across sustainable development projects, providing the sense that a unified perspective on leadership for this sector may be beneficial.

One discussion focused on how to increase the influence of local participation in development projects. Building trust between local groups and strongholds of power emerged as one of the main issues, and the group concluded that to increase trust, it is necessary to inform the population about:

- the future plans of existing power structures (upcoming programs, construction projects);
- the necessity of creating conditions for open joint discussions on development issues that encourages public opposition;
- the interest of authority figures in discussing development issues with the public;
- the necessity of creating conditions that allow public participation in development projects;
- how Sustainable Development can allow people to actively impact their environment and processes that are currently in place; and
- the value of arranging competitions for young people to participate in Sustainable Development.

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*"The discussion revealed that Russia has more followers and bystanders than leaders — the country has lost its tradition of developing leadership in youth as a way of safeguarding the future ."*

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The discussion also focused on the value of using metaphor and storytelling to influence others. One group presented an interesting story about planting trees in St. Petersburg. In the story, the governor of St. Petersburg approached two people who he watched dig holes in the ground; they later filled the holes up again without burying anything. "What are you doing?" the gov-

ernor asked. "We were going to plant trees," they answered, "but our third team member never showed up with the trees.... it's really not that bad."

This story led to a discussion on how good leadership can ensure the constructive (rather than unproductive) participation of people interested in supporting sustainable development. D. Kantor's theory of the four psychosocial roles that exist in a population — the mover, follower, oppositionist and bystander — was presented as a model for recognizing roles that people play and these roles were related to sample situations that occur when addressing sustainable development issues. The discussion revealed that Russia has more followers and bystanders than leaders — the country has lost its tradition of developing leadership in youth as a way of safeguarding the future. The group discussed how its young people currently distrust Russia's leadership, a phenomenon which has led to a high level of apathy, and the necessity of building youth leadership.

Another discussion based on a talk by Alan Watson emphasized the necessity of applying a scientific approach to analyzing the risk of developing economic and tourist ventures in virgin, protected territories. Watson emphasized the importance of providing affected populations with accurate information on the potential consequences of such ventures as well as with ideas regarding alternative projects that may have a lesser impact on the environment. He stated the importance of providing people with exhaustive information so that, starting from a consistent set of facts, they can make more informed decisions and build trust.

Many participants asserted that the workshop inspired them to take on more active roles as leaders in Sustainable Development. The workshop presenters and organizers also gained new insights on the issues of leadership which will be useful for future workshops. The interactive training methods and the open, productive atmosphere of discussion were liked by all.

Feature article

## Communities Lead in the Protection of Natural Resources: The Afi Mountain Wildlife Sanctuary Experience

By Sam Ubi (ELP 2004)

The Afi Mountain Wildlife Sanctuary (AMWS) lies within latitude 6°25' north and 9°15' east. It is mountainous and highly rugged, covering an area of 85 square kilometers. The area is endowed with a lush primary rainforest and is the sole watershed for 16 communities surrounding the sanctuary. The portion of designated AMWS was upgraded to the status of a sanctuary on May 4, 2000 by the Cross River State Government of Nigeria for the sole conservation of great apes species including the charismatic Cross River gorilla *Gorilla gorilla diehli* and the newly recognized *Pan troglodytes vellerosus* subspecies of chimpanzee found only in Nigeria and south-west Cameroon and drill monkey *Mandrillus leucophaeus*. The sanctuary is also considered an "Important Bird Area" because of its huge bird diversity to include the bare-necked rock fowl *Picathartes oreas*, Baumann's Greenbul *Phyllastrephus baumani* and the largest known African roosting site for migrating European barn swallows *Hirundo rustica*.

The mountain is threatened with small-scale selective logging, hunting and reduction of its gazetted size as a result of illegal subsistent agricultural farms. Hunting for wildlife is mostly for commercial purposes. The kill is mostly consumed in the urban centres. However, the killing of endangered primates like gorillas, chimpanzees and drills is socially not accepted by indigenes of the 16 communities residing around the sanctuary.

*"The dual protection strategies adopted in the management of the sanctuary include the direct involvement of traditional rulers, youth monitory delegates nominated by consensus of the entire communities utilizing the area and the conventional guard approach."*



His Royal Highness Otu Anthony E. Ewa III and Ubi Sam (left) during a consultation visit.

The involvement of communities in the management of resources is seen to be effective and complimentary when consultation is done right. However, what is right and accepted and seen to be working in one community may not be applicable in another. Even when the government laws are well-articulated, effective enforcement of laws can be a problem when left on the hands of hired patrol guards alone. The dual protection strategies adopted in the management of the sanctuary include the direct involvement of traditional rulers, youth monitory delegates nominated by consensus of the entire communities utilizing the area and the conventional guard patrol approach. This has led to improved protection quality in the area. Nigeria is a member of CITES and within the country, federal and state government laws have been put in place to protect threatened plant and wildlife species. The laws are good although obsolete because they have not been revised after two decades of promulgation in the case of the federal laws and equally, three decades in the case of state laws. Where fines are to be imposed as deterrent, the value is a joke given the reduction in value of currency since the time the laws were made.

However, the laws enacted at the commu-

nity level do take current realities into consideration and are constantly revised to remain relevant. For instance, a poacher who kills a gorilla is to be fined 7naira if that is the first time such unpopular act is committed by suspect. The equivalent value is less than a dime today, while the traditional laws would have such a person beaten and exiled from the community for some years, and on return he has to make peace with the entire community and that would demand the purchase of a substantial amount of wine and food.

Recently, a villager in one of the communities spied on one of their indigenes that apparently killed a drill monkey and actually sold it in bits to an hotelier in a different village from his. He followed him and later alerted the management of the sanctuary. The culprit escaped and has been declared wanted by the police. His age grade has severally gone out in search for him in the forest and farms. Informal education of legislators is an activity currently pursuit in any given opportunity to address this abnormality. A revised draft has been sent to the ministry of justice for consideration.

Some of the benefits that can with this wedlock include tip offs when infringements

(Continued on page 9)

## Leadership in Action: Nani's Forest School

By Adam E. Ellick - edited by Tricia Yang

*Nani Septariani (ELP 2004), was recently featured in Breakthroughs, a quarterly publication distributed by UC Berkeley's College of Natural Resources. The following is an excerpt of the article written by Adam E. Ellick, a 2004 Fulbright Scholar in Indonesia, featuring her Forest School and her efforts at empowering Javanese women farmers.*



Nani Septariani, right, delivers a lesson in farming practices in Malasari, Indonesia.

**Friday prayers have just finished** resonating from the loudspeakers in the remote Indonesian village of Malasari. Veiled women file lethargically out of the Mosque and down the dirt road toward their homes for the day of rest. But before they arrive, the speakers summon them to convene for a different sort of enlightenment.

"Attention, women. Quickly come to the main road. Ms. Nani is here and her Forest School is starting."

Soon, Nani and about three dozen women hike up a hill and settle on the grass. Nani introduces the day's lesson: "How to increase your farming income."

Nani Saptariani (ELP 2004) is a feisty and inexorable conservationist who often sounds more like a social worker. Since 1997, she has made weekly Friday treks to the Halimun Ecosystem area, the largest tract of true rainforest remaining on Java, the world's most populous island. Her mission is to teach best farming practices and empower the people of this stunning, biodiverse mountain region, where the residents' livelihoods are endangered by gold mining, tea plantations, logging, threatened water catchments, and worse yet, a bullying and corrupt government known for stripping local farmers of the land access they

require.

To develop the skills she needs to tackle this monumental challenge, Nani attended the summer 2004 Beahrs Environmental Leadership Program which, she says, revolutionized her leadership skills from "a plain, black-and-white approach into a strong confidence that empowers people."

During office days, Nani lobbies the government on behalf of the villagers, most who cannot read or

write. On her field visits to Halimun—a three-hour journey requiring crammed minibus transfers and a dangerous motorcycle ride—the process of empowering people is crucial.

"Nani taught us our rights and how to unite, but we're still fighting fear and an old mindset here," says Yati, a dedicated farmer who serves up delicious fried cassava crackers. "In 1978, the government occupied our land and we said okay. Now, we can maintain complacency, or we can start a new generation that says 'go to hell.'"

Halimun's land conflicts date to 1978, when Indonesia's then-dictator Suharto decreed that 3 million hectares (an area approximately equal to 7.5 million acres) of Javanese forest, including much of Halimun, would be controlled by the military and managed by the state forestry company. In 1992, the area was labeled a conservation forest and in 2003 it became part of a national park; but regardless of its status, chunks of the land were continually signed over to tea plantation and gold mining companies that collaborated with Suharto.

In 1997, Nani arrived in Halimun as a volunteer for RMI (the Indonesian Institute of Forestry and Environment) with a modest conservation plan to introduce charcoal alterna-

tives to reduce local reliance on firewood. But the real issue, she realized, was that local farmers had no land on which to make a living, and they needed support in their pressing conflicts with tea plantations, gold mining companies, and Perun Perhutani (PP), the state-owned forestry behemoth that one villager calls "colonizers with the same skin."

With a tea plantation concession set to expire in 1999, RMI lobbied the Forestry Ministry to return a portion of that land to local farmers. Nani submitted a tender on behalf of the locals, who had never been informed of the imminent change. She launched a media campaign that deterred the ministry from accepting the tea plantation's lucrative bribes, and the farmers were awarded the right to manage 120 hectares.

But the farmers demanded to own the land, not just manage it—and Nani realized that the village chiefs were less keen on real farming solutions and more interested in acquiring property titles to sell for fast cash. "I felt betrayed," says Nani. But she found that "women farmers were content managing that land. So we started dealing with the women."

After all, women here were responsible for all household chores plus 14 farming hours per day (the men work only nine). "No one had ever encouraged them to say what they think," says Nani of the women, who are awkwardly mute in the presence of their husbands and can seldom obtain property titles.

In addition, Nani founded a community bank. A \$4 annual contribution makes members eligible for low-interest loans if they compose a viable, small-scale farming project. One woman dug a fishpond; another, a vegetable garden. It's a process Nani now oversees personally, after discovering men pocketing the cash while the women tolerated it in silence. So RMI organized more than 200 Halimun farmers

*(Continued on page 9)*

**Invitation to Dance***(Continued from page 1)*

Bill Sonnenschein at the ELP 2005 Leadership workshop.

use active listening, we give the speaker control over the communication, and we remain active by paraphrasing back to make sure we understand her. Paraphrasing demonstrates curiosity and interest.

**Listen proactively.** A proactive listener listens, interprets, and asks questions, to move the communication to where he feels it needs to go. A proactive listener needs both the ability to listen extremely well and the confidence to direct the communication

to help the speaker explore his thoughts in a fuller way than he might without the listener's efforts. As you listen, be curious. Ask open-ended questions, questions that cannot be easily answered with a simple "yes" or "no." Draw out the ideas and insights of the speaker in ways that value what he is saying.

**Communicate empathy.** By communicating empathy, the other person will be more open, more relaxed, and more willing to take part in the communication. One way to communicate empathy is to share similar experiences you may have had.

**Be other-oriented.** Everything we have explored in this article implies that the communicator is authentically interested in others; a successful communicator specifically invites others into the communication process. Help facilitate a good back and forth communication where no one dominates. An important skill in being other-oriented is communicating immediacy. Immediacy implies that, no matter what other things are on your mind, you

are completely involved in the conversation at hand.

With Authentic Inquiry, you can listen to really learn your communities' needs, and find ways to communicate your beliefs in ways they can listen to. In other words, you have invited them to dance!

**Afi Mountain Wildlife Sanctuary***(Continued from page 7)*

on forestry and wildlife protection laws are noticed. Hideouts for violators is disclosed to patrol guards, local communities can without support from NGO's revive local laws that support conservation, and on cases where such laws never existed, lessons drawn from experiences within the communities is used as reference to demand action. This was seen to be very useful when the conservation education unit was dealing with case that had to do protection of watersheds within the communities. Many streams that had all year flow of water and dry now where used as case studies.

**Nani's Forest School***(Continued from page 8)*

into 16 groups, including 10 that were all female, and initiated Forest School. Initially, Forest School carried simple expectations: to build confidence and teach literacy, with a dose of elementary farming. With no education past the age of 6, locals initially struggled with most issues. But patience yielded progress, and with RMI's help, one village became the first in West Java to conduct a community mapping project.

"Now we have workshops on critical laws, and understand our rights in relation to companies and government," says Elly, a charming 23-year-old farmer who struggles to produce enough income and food for her husband and three kids on her one acre of land. "Before, we were scared to manage PP's land, but we've become courageous."

Now, as Nani teaches her group on a grassy hillside, the women are brainstorming on how to increase their income. One

group suggests shooting the monkeys that have recently been invading their gardens. Nani explains how logging and mining have destroyed the habitats of the endangered Javan leaf and black leaf monkeys, but most of the women cannot grasp why Nani cares to preserve the animals that consume their crops. So she resorts to another explanation: rare species can attract foreign visitors.

After Nani's forestry class, she takes a leisurely stroll around the village with three women, checking up on the infant crops and the terraced trees. They pause under a shaded bamboo hut. At first, it seems like nothing more than a short rest from the intense heat. But it is more. The women are doing something that was totally unimaginable only five years ago: they're fervently expressing their ideas about how to expedite the area's growth. Together, they look more like a group of



Nani meets with several village women.

farming friends than an NGO activist and villagers.

"The project never meets my expectations," says the self proclaimed perfectionist. "But there are always special people who make it worthwhile."

This complete article can be found at the following link: <http://nature.berkeley.edu/site/breakthroughs.php>.

## SGI Update

## Developing Pro-Poor Strategies for Community Forestry Entrepreneurship in Rural Nepal

By Dinesh Paudel (ELP 2004) - edited by Tricia Yang



Making handmade paper in Nepal.

### BACKGROUND

Over the past two decades, almost two million hectares of forest land has been handed over to 14,000 Forest User Groups (FUGs) in Nepal as a part of a community forestry program that seeks to identify forest resources and apply new forest management systems. In this time, the FUGs have recognized the tremendous potential of contributing to rural income and employment through the trade of non-timber forest products (NTFPs) which includes all forest products other than timber, fuelwood and fodder for domestic purposes. Assembling these products has generated rural employment through work in processing factories and has even spurred self-employment through the collection and sale of raw material. Today, the FUGs are investigating the potential for marketing sur-

plus forest resources so that subsistence communities can improve their livelihoods through commercialization of forest resources while conserving bio-diversity.

The Nepal Swiss Community Forestry Project (NSCFP) has formulated a new approach – a pro-poor entrepreneurship approach -- for bringing community forest resources into business.

This approach involves a joint venture among forest

user groups, select poor FUG member households and the private sector. It assumes that if poor people are trained as entrepreneurs they can lift themselves out of poverty through a change in livelihood strategies. Rather than relying on income from wage labor or the sale of raw natural products they may be able to rely on more lucrative enterprises supported by national or international demand for products with few substitutes in the market. (Scherr et al 2004).

The NSCFP is implementing this concept through the development and implementation of pro-poor enterprises in rural Nepal. As an outcome, the NSCFP has facilitated the development of Everest Gate-Way Herbs Private Limited (Everest or the Company), a pro-poor enterprise focused

on producing handmade Nepalese paper for domestic and international markets.

### SGI PROJECT PURPOSE

Dinesh Paudel (ELP '04) of the NSCFP and four MBA students from University of California, Berkeley's HASS School of Business began to work in partnership during Spring 2005 to develop a business plan for Everest which, if successful, may be replicated to other parts of Nepal. The aim of the collaboration has been to review and analyze the Company's current and planned operations, explore the potential for expanding the Company into the international market, assess the value that can be generated for poor community members, and offer guidance for implementing this model in new communities.

### FIELD VISIT

The Four Haas MBA students, Seth Bindernagel, Adam Gutierrez, David Ingram and Darren Miao, visited Nepal from May 22 - June 11, 2005, and worked with the NSCFP team, managers of the paper making company, national paper traders and other professional staff. The Haas MBA team consulted a wide variety of industry participants, including internationally-based paper importers, Nepalese paper manufacturers and exporters, fair trade merchants, NGOs focusing on community-based development, Nepalese paper and handcraft trade associations, community forest user group members and Nepal Department of Forest Management members. These sources were instrumental in providing the

(Continued on page 16)

### Quotes from the Haas School of Business Team

Dave Ingraham: "The Small Grants Initiative Project provided the Berkeley MBA team with an opportunity to travel to Kathmandu and work directly with the staff of the Swiss Development Corporation. That direct contact was instrumental to our ability to help the rural communities begin to improve their own lives through entrepreneurship. There was a lot of potential for the people to succeed in the traditional Nepalese paper making industry. We just gave them better tools to make that happen more efficiently."

Adam Gouttierre: "The Program is fantastic. It provided an unbelievable opportunity for our team to share our knowledge and expertise with a group of dedicated entrepreneurs who wanted to make a positive change for their community. In turn, we made life-long relationships and experienced the warmth and intrigue of an amazing culture."



## SGI Update

## Ranger-Based Water Quality Monitoring for Protected Area Management in Uganda

by Aventino Kasangaki (ELP 2004) – edited by Tricia Yang

### BACKGROUND

The increasing human impacts on ecosystems of Ugandan protected areas (PAs) in require monitoring protocols that gather data and inform the management of these areas. Monitoring programs in PAs help detect gradual yet deeply damaging environmental changes (such as deteriorating water quality) and reveal the effectiveness of intervention measures currently in practice. Information gathered from monitoring programs also helps protected area managers design mitigation measures such as restoration programs where degradation has occurred. However, gathering this information is complex and requires consistent efforts – efforts that can be effectively carried out by those working and living in these areas.

### SGI PROJECT PURPOSE



Aventino Kasangaki (left) and Vince Resh (right)

A collaboration with Professor Vincent Resh of the Department of Environmental Science, Policy, and Management, Division of Insect Biology, at the University of California Berkeley, the Research and Monitoring Unit of the Uganda Wildlife Authority (UWA) and the Research and Monitoring Wardens located in Uganda's protected areas, this SGI project trains park rangers from two protected areas in Uganda to use rapid bio-assessment protocols for water quality monitoring. The project also teaches rangers to collect and process samples, identify the invertebrates by taxonomic



Park Rangers collect water samples to identify toxins.

order using pictorial keys, and calculate water quality metrics such as total taxon richness, percent composition and richness of the water pollution intolerant groups Ephemeroptera, Plecoptera, and Trichoptera, and the dominance of the assemblage by a single taxon (an indicator of stress).

### TRAINING THE RANGERS

From September 22 to 29, 2005, six rangers, two research wardens, and two field assistants from the Kibale and Ruwenzori Mountains and Bwindi National Parks in Mid-western Uganda attended a workshop at the Makerere University Biological Field Station. They were trained in rapid water quality assessments using benthic macroinvertebrates and habitat assessment. Specifically, the attendees learned to:

1. Understand how Ugandan streams and rivers function ecologically and hydrologically
2. Sample and identify aquatic insects used in biomonitoring
3. Conduct Habitat Assessments
4. Calculate biomonitoring metrics
5. Conduct biomonitoring surveys

By the end of workshop, all trainees were

able to carry out water quality and habitat assessment of streams. With the help of a local taxonomist the rangers learned to identify the major groups of aquatic insects and to calculate metrics of water quality.

Vincent Resh's participation in the project was a blessing. His organizational skills made the workshop progress chronologically to a successful conclusion. The workshop began with a series of lectures and was concluded with field visits to the three National Parks where monitoring sites were established. The three parks now have functional water quality monitoring programs the results of which will be reported after one year of sampling.

### LESSONS LEARNED

The workshop ran smoothly without interruptions due to adequate early planning. However, some stakeholders needed some form of 'pushing' or constant reminders to play their part well. Use of locally available materials in constructing sampling devices (e.g. kick net sampler using wire mesh) will help ensure the sustainability of the monitoring

(Continued on page 15)

## ELP Alumni News

### Imran Ahmad, ELP '04 Pakistan

My wife Shazia and I are pleased to inform you that God has blessed us with a baby daughter. Natalia was born on Friday 14th October. The name Natalia means "gift of God".

### Chris Aldridge, ELP '05 UK

From December 1st, I will join the Center for Rural Development & Biodiversity Protection, in the School of Economics at Lanzhou University, in Gansu Province, north-west China - as a Rural Resources Scientist. I will continue to be a permanent adviser to the Community-based Conservation & Development Research Center (CCDRC) at Guizhou Normal University in Guizhou Province.

### Monica Castro, ELP '05 Bolivia



I am writing to let you know that our book has just been published by CIES in Peru, with support from the Mac Arthur Foundation. It was written by my organization- Global Consultants on Sustainable Development, about forestry policy in the Amazon, the case study of Bolivia. The press release for the book was in the cities of La Paz and Santa Cruz, Bolivia. We are starting a translation in to English, and once it is done I will send you a copy so that we can make it available to all of our ELP friends.

### Oscar Arruda d'Alva, ELP '02 Brazil

Here are some personal updates:  
- Being a dad is far easier than running a NGO. Maiara is 3 years old now, and I'm completely in love with her.  
- I finished my Masters in Development and Environment last year. My thesis was about the Carnauba palm tree extrativism in Brazil.  
- I am back at the Instituto Sertão working on a Combat Desertification Program in the Brazilian dry lands including some work on networking and advocacy at the community level (water management, agroforestry, sustainable extrativism), Instituto Sertão is a civil society focal point for the UNCCD and for the Brazilian NAP - national action plan to combat desertification.  
- About COP7 the Brazilian delegation organized a side event to present our NAP and experiences to combat desertification. We also took part in the official events (I took part at the CST - Comite of Science and technology) and NGO events. You can find a good resume of UNCCD and COP 7 at the Earth Negotiation Bulletin at <http://www.iisd.ca/vol04/enb04186e.html>

### Said Esmatullah Hashmat, ELP '04 Afghanistan

Presently we are seeking to rehabilitate some irrigation systems in the northern part of Afghanistan through USAID funding. In addition, I am working with an environmental association in Baghlan province in Afghanistan, as well as Afghan people from US and Europe. I'm hoping to expand our program.

### Anu Hassinen, ELP '01 Finland

Anu is currently working for an environmental business network in Finland promoting the export of Finnish environmental technology and know-how. She has also created the English website for the organization (please see [www.greennetfinland.fi/eng](http://www.greennetfinland.fi/eng)).

Recently, she initiated and coordinated a multimedia presentation on the Finnish expertise on (mostly wood-based)

biomass technologies called "Green Energy from Finland". The presentation was published both on DVD and on Green Net's web site in flash video format. To watch the presentation, please go to <http://www.greennetfinland.fi/en/clusters/energy/> and click the "Green Energy from Finland" logo. As the web version is highly compressed, for better quality presentation you can order a DVD by sending an e-mail to [anu.hassinen@greennetfinland.fi](mailto:anu.hassinen@greennetfinland.fi).

### James Milner, ELP '01 Malawi

I recently published an article entitled "Agricultural and Rural Development in Malawi: The Role of Policies and Policy Processes" in African Research Series 11: 35-66. It can be checked out at <http://www.ide.gov.jp/English/Publish/Ars/11.html>. I am also working on a sequel to this article entitled "Agricultural and Rural Development in Malawi: New Policy Directions and Challenges". This will also be published under the same research series.

I have also been awarded a 3-year Commonwealth Scholarship to study for a Ph.D. in Environmental Economics and Environmental Management at the Environment Department of the University of York, UK. My studies began on 10th October. The title of my proposed Ph.D. is "Modeling and Valuation of Natural Resources for Sustainable Development: The Case of Lower Shire Protected Areas".

### Daniel Nyamai, ELP '01 Kenya

I just wanted to share a new concept in East Africa where schools are increasingly taking up the role of government extension and conservation agencies. The Farmers of the Future (FoF) schools in western Kenya have partnered with the Disi Conservation Team inform others about how to care for the fragile ecosystem of the Disi wetlands. Having inspired many community members to start their own nurseries, the Team has recently been selected as one of the three Grand Prize Winners in the Earthbound3 Challenge coordinated by the Earthwatch Institute in Massachusetts (USA). For more information, please go to [http://earthbound3.earthwatch.org/about\\_contest.html](http://earthbound3.earthwatch.org/about_contest.html).

## ELP Alumni News

(Continued from page 12)

### Archana Patkar, ELP '03 India



On recent holiday in the hills of Gahrwal in the Uttaranchal district in India, our 9 year old twins performed admirably on their first real trek. They hiked uphill 9 kilometers without flinching on the first day. We told them the ponies were only for the luggage -- but they really did not need them.

This photo of my family and two other children was taken at the top - well worth the climb as you can see - a true Himalayan panorama. We followed up another 2 days of hectic trekking always ending a glorious view with 3 days of rover rafting down the Ganges at Hrishikesh.

I'm back to work with a vengeance now - after that short break - and hoping to connect with alumni in the MENA region soon as I have been working on WDM issues in this region. Whatever happened to that alumni reunion? As BEAHRs goes from strength to strength we really must meet for what will no doubt be an incredibly stimulating reunion...soon!

### Sushil Saigal, ELP '03 India

I am writing to inform you that I am joining the Master in Philosophy course in Environment and Development at the University of Cambridge, UK in October. I think the certificate course at Berkeley convinced me that I am going to enjoy going back to school after so many years in work!

### Pieter Terpstra, ELP '04 Netherlands

I'm currently involved in work that is

quite different from what I did in Senegal that, unfortunately, has very little to do with the environment. I'm now working for the Finance and Economics Department on Anti-Corruption and Public Finance Management. My training has finished and I'll be working for the Finance department for the next three years. After three years I'll be transferred to another department or embassy. I hope to be placed in an embassy where there are several positions that combine economics with environmental work.

### Muralee Thummarukudy, ELP '02 India

The Iraq Post Conflict Assessment work which I was coordinating published our initial report on 10th November. Details on <http://www.unep-iraq.org>. On a professional front, I have been promoted as the Operations Manager for UNEP Post Conflict Branch, covering Liberia, Sudan, Occupied Palestinian Territories, Iraq and Afghanistan.



### Vi Pham, ELP '01 Vietnam

I have recently published an article entitled "The dynamics of Commoditization in a Vietnamese Uplands Village 1980-2000, co-authored with Thomas Sikor, in *Journal of Agrarian Change*, Vol. 5, No. 3, July 2005, pp. 405-428.

### Giselle Weybrecht, ELP '03 Canada

### Alison McKelvey-Clayson, ELP '02 USA

We would like to send out a big THANK YOU to all the alumni who have been contributing to 102 Ideas, The Big Little Cookbook on Sustainable Development. The response was fantastic with over 60 of you sending your emails of support, many agreeing to read more than one and up to 7 chapters! The book is going alone slowly but surely. We have received some strong interest from a publisher in the UK and we have some initial samples of layout which are a lot of fun and look great!

Still interested in getting involved? It isn't too late! There is still a lot of work to be done and we would love to get as many of the alumni involved as possible. The book contains short, 2 page chapters on different issues relating to sustainable development which should not take more than 10 minutes to review. We will be listing all contributors in the book. If you would like to help us review chapters please send an email to [Giselle@weybrecht.org](mailto:Giselle@weybrecht.org) and we will send you a list of issues and some additional information.

### Tetra Yanuariadi, ELP '03 Indonesia

I would like to inform you that I moved to WWF-Indonesia on August 1, 2005. I got a position as "Thematic Program Manager and Project Leader". The project I lead is the Kalimantan Forest Partnership which includes four executors, namely WWF International, WWF-Indonesia, Cifor, and Tropenbos Foundation.

### Anna Zucchetti, ELP '05 Peru

Thanks to the commitment of the National Environmental Council (the highest environment authority in Peru), the United Nations HABITAT program will support the Green Valley Program in Lima, Peru. The Green Valley Program seeks to conserve the last green valley of the city, its natural and cultural riches, in the midst of a strong urbanization and land use change process. Support from UN-HABITAT will be an opportunity to strengthen the action of local Municipalities and grassroots organizations that have been promoting the valley conservation since 1998. It might open up a new page in the urban history of Metropolitan Lima, where uncontrolled growth by invasion and speculation has destroyed fertile agricultural soils and ancient archeological sites.

Lima is the second largest desert city in the world (after El Cairo) and conservation of its scarce peri-urban green and agricultural land is of utmost importance.

### Natalia A. Vinograd, ELP '05 Russia

In October 2005, I organized a session entitled "Environmental problems of Water

(Continued on page 14)

## ELP Alumni News

(Continued from page 13)

Resources of the Northern St. Petersburg Region" which took place at St. Petersburg University. The session included a fieldtrip to the Karelian Isthmus in the northern St. Petersburg region, a unique site where different types of natural and antropogenic landscapes occur and several types of aquifers and surface water are used for the water supply. We discussed the surface and groundwater resources in the region, the hydrogeological setting and the area's waste treatment, water supply, sanitation and flooding problems. The exchange of experiences between the organizers from the Department of Hydrogeology and the participants was very beneficial.

### Ahmed Hassan, ELP '03

#### Egypt

Ahmed Hassan is now based in Hurghada, Red Sea, Egypt, managing the Ecotourism Development, Planning and Promotion work under the USAID-supported Livelihood and Incomes from the Environment (LIFE) Program (LIFE Red Sea) Project in

initiated in January 2005. It's goal is to promote sustainable natural and cultural tourism development in the Southern Red Sea coast that meets the needs of present tourists and local residents while protecting and enhancing economic opportunities for the future. If you are interested in learning more about this program, please contact Ahmed at [ahassan@liferedsea.com](mailto:ahassan@liferedsea.com).

### Kyra Naumoff Former ELP Program Assistant USA

I got married on a perfect crisp and sunny fall day on October 1, 2005. We hosted friends and family in Lakeside, OH. Lakeside was founded as a Victorian "family retreat" in the early 1900s and consists of a little town with about 500 Victorian cottages and a large old Victorian hotel that sits right on the lake.

The ceremony was on Saturday afternoon. We got married outside and throughout



the ceremony you could hear the sounds of Lake Erie's wave lapping at the shores. We had about 200 guests and a wonderful time was had by all. After the wedding, my husband and I went to Hawaii for some beach time!

Robin adds, "Kyra is finishing her Ph.D. on monitoring indoor air pollution (field work in India) with Professor Kirk Smith."

## ELP Alumni in Pakistan Report on the October Earthquake



Several of our Pakistani ELP Alumni -- Imran Ahmad (ELP '04), Siddique Akbar Siddiqui (ELP '05), Samina Khalil (ELP '02) and Kazim Niaz (ELP '03) recently shared their first-hand experiences and perspectives on the devastating October 8, 2005 earthquake. Their moving accounts, offered days after the quake, have clarified the massive extent of the disaster and subsequent relief efforts.

*"The loss of life and property is really beyond expectations. The unofficial estimates right now put the total death toll at 40,000 and many insiders are expecting that to double as some of the more inaccessible areas in the North are accessed. Around 50,000 people have been reported to be injured and over 2 million people are homeless. Please, if you can, donate generously to the relief efforts." — Samina Khalil, ELP '02*

*"In view of my capacity as the Director Donor Coordination Cell in Economic Affairs Division, I am the focal point in my ministry for liaising with Donors on the reconstruction and rehabilitation efforts. The whole task of relief, reconstruction and rehabilitation has the highest attention and personal involvement from the President, Prime Minister and Ministers of Government." — Imran Ahmad, ELP '04*

*"Such a quake and such wide spread destruction has never been seen in the history of Pakistan. Several thousands people have died whereas many towns and innumerable villages have totally been razed. Those who are still alive and are fighting for their lives with hunger, cold weather, and diseases need your help." — Siddique Akbar Siddiqui, ELP '05*

*"What happened in Islamabad was only the tip of the iceberg. In Kashmir and northern NWF Province of Pakistan entire towns and cities have been flattened. The worst affected are the school kids. In a country that is struggling to increase its enrollment and participation ratios this is a tragedy that will be very difficult to handle." — Kazim Niaz, ELP '03*

As winter is fast approaching, many are saying that this disaster has the potential to surpass the tragedy of the tsunami -- the onset of winter may spur a new wave of deaths among survivors lacking adequate supplies. If you are still able to support the relief efforts, please go to [http://nature.berkeley.edu/beahrse/pakistani\\_Earthquake%20Link.htm](http://nature.berkeley.edu/beahrse/pakistani_Earthquake%20Link.htm) for a list of organizations accepting donations.

**What I Learned in China***(Continued from page 2)*

David Zilberman.

population. However, China is reaching its food production capacity and should take advantage of its indus

trial exports to allow importation of foods and feed products from the rest of the world.

China's rates of growth in the last 20 years are spectacular, yet the fruits of the growth were divided unequally among regions and sector. Per capita income in agriculture is dismally less than \$2.00 a day, less than one-third of the per capita income of the nonagricultural sectors. The relative earning of farming will continue to decline unless the agricultural labor force is drastically reduced. In developed countries only a small fraction of the population (less than 5%) is employed in agriculture. We calculated that to reach the target income of \$2,000 per capita earning per person living off of agriculture, the agricultural work force must decline by

80%. That will take time (at least 10 years) and will require reducing the constraints on mobility within China. Not all the individuals displaced from agriculture will need to move to cities. Investment in rural industries will ease the transition. Establishing more formal landownership rules will ease the transition, as people will use land earning to facilitate transition to nonagricultural activities.

The transition will require drastic expansion of employment opportunities. One avenue is shortening the work week from 70 hours to 48 hours without much reduction in pay. Shorter work week without earning cut can also solve another basic problem. China's growth is driven by exports, and this source of growth is reaching its limit. China must rely on developing domestic demand if it wants to grow further. Current savings rates are too low to sustain growth, and it is partially because people work too hard. A reduced work week will allow people to consume more, and will propel growth providing employment opportunities in the service sector and other sectors catering to the domestic market.

My observation suggests that China has achieved much yet has a long way to go. It requires leadership that will assess correctly the situation, have the courage to change direction and sometimes make unpopular choices, and be able to sell it.

**SGI: Water Quality Monitoring in Uganda***(Continued from page 11)*

programs that have been initiated since the workshops.

**WAY FORWARD**

This program can be scaled up to the other protected areas in Uganda. Our hope is that the successful implementation of this program in the pilot areas will provide the motivation to disseminate monitoring programs to other protected areas. Wildlife Clubs in high schools are good candidates for bringing water quality monitoring programs outside protected areas.

A new project is being proposed as a re-

sult of the workshop: **Development of a Large-Scale Biomonitoring Program to Evaluate the Ecological Health of Rivers in the Albertine Rift Area of Africa Based on Benthic Macroinvertebrates and Fish.** This project will establish reference conditions for the fish and freshwater invertebrate communities present in the streams and rivers of three Albertine Rift countries, develop multivariate predictive models and Indices of Biological Integrity to establish impairment thresholds and establish restoration goals, and provide the basis for assessing future areas that should be protected.

**Letter from Robin Marsh***(Continued from page 2)*

approaches to involving local people in resource conservation and sustainable use.

You will enjoy reading Bill's "invitation to dance", which reminds us that the best leaders are great listeners. Listening underpins democratic leadership and its core values of inclusion, participation and cooperation in decision-making.

Chris Aldridge (ELP '05) and David Zilberman give very different insights into leadership in China. Chris says that first impressions matter a lot in China, and that despite fast-paced economic change, cultural traditions persist and must be respected. David ponders on the tough decisions ahead for Chinese leaders; how will they handle extreme water scarcity and pollution in Western China and inhumane urban development devoid of green spaces in cities across the country? Good leadership requires making "touch choices" based on information, knowledge and valuing peoples' participation and preferences. Svetlana Chernikova (ELP '03) and Andrei Z. (ELP '06?) write a fascinating article on their workshop: Leadership for Sustainable Development, held with Russian faculty and students. They identified a basic challenge - building awareness, interest and trust of the public and youth leaders to work cooperatively on issues of sustainable development. Trust will flow from knowledge and genuine participation.

We were very pleased when CNR featured the work of Nani Saptariani (ELP '04) in the latest Breakthroughs Issue, and urge all of you to link on to the site for the article and beautiful photographs of Nani and her forest community friends. This is another example of working with rural communities – especially women leaders, to protect their threatened ecosystem and resist exploitation by corporate and government interests. Congratulations to Nani and all the other authors!

Warm regards,

Robin

### Western Leadership in Authoritarian Environments

(Continued from page 3)

well groomed; and, most importantly, transmitting the benefits of her two or three academic degrees. She must exude power too and you will have delegated some freedom and flexibility to her. This is not a loss of face for you, but an expression of your respect for her Chinese education and wins approval from the opposition; she is your first bridge to integration and success on the first day.

Typically, in your field, you will deal with groups that might be generically termed "County Leaders". Some will clearly be on the way up and out of the country to the provincial capital or Beijing. Those fellows will be suited and dominate proceedings, but all present in the gathering will be your hosts.

Books on etiquette for the business adventurer in China abound. They will reveal that lavish meals are the main, initial means of communication, but some of the old tricks of the hospitality trade are disappearing - thank goodness. They are (or were) alcohol-based, of course, but have been a feature in many Western countries too. In China, there is a rice liquor called baijiu - the more expensive, the more ruinous, generally. The most hardened Celtic tippler would not win toe-to-toe against a local in the baijiu games. Here, your interpreter might be worth her weight in gold. She gets in early - 'Mr. Chris has a weak stomach; he can only drink good red wine.'

As you sat down at the expansive table, you should have noted your position. If you were directed to the chair with the clearest view of the door, then your first impressions have worked well so far. The most important man in the room has a right to that chair - in olden days, he would need to spot assassins early, as they entered the room. You're unlikely to pay for the first dinner; but will have ample opportunities later. Be prepared for plenty of throw away statements - "it's no problem", "it's under control", "it's been dealt with already". It's a form of friendship - icebreakers; a dissipation of possible tensions. But in that respect, take nothing as read; but those are deals anywhere!

There are of course many protocols to be sensitive to from the start of dinner, but you would have begun to dominate if you

### SGL: Nepal Community Forestry

(Continued from page 10)



Dave Ingram, Seth Bindernagel, Adam Gutierrez and Darren Miao with Dinesh Paudel.

students with a basic understanding of the Nepalese paper industry and the local community dynamics that will affect the future success of Everest as a pro-poor enterprise. The team also held extensive discussions with participants directly involved with Everest, including members of the Swiss Development Corps.

Everest's management team and various Everest investor groups. These viewpoints is especially important due to the pro-poor model's involvement with so many different groups, from poor community members to private entrepreneurs based in Kathmandu.

**OUTCOMES** The investigation led to the development of documents outlining strategies for the scaling up of pro-poor enterprises in rural Nepal and recommendations to incorporate business tools and principles into the pro-poor enterprise concept. These include a business plan for Everest, a model for developing business plans for

displayed naturally good manners and charm, all backed with good-natured humour - which breaks down barriers anywhere in the world.

Much is made in the briefing of visitors to China about *guanxi* - the culture of "connections", which is linked to the procurement of services and goods coming through the "back door". Not far removed from these arrangements are sensitivities such as ensuring no one loses face. But, these are not prime ingredients of leadership, but belong to preparations by your management and minders, and anyway, are typically inherent in a proven team.

Allow me to go over the backbone of it

future pro-poor enterprises, a presentation of a pro-poor entrepreneurship approach and recommendations for future pro-poor enterprise development, and a marketing plan for the international trade of Nepali hand-made paper products produced by Everest.

**EXPECTED IMPACT** The project's recommendations will be instrumental efficiently producing and marketing the Everest's paper products. They are also being used by various similar enterprises and institutions currently producing or planning to produce hand made paper and other non-timber forest products targeted for international markets. The following immediate impacts are expected from the project's recommendations:

- An increase in Everest Company's production efficiency due to more streamlined management and marketing processes.
- An improvement in community entrepreneurs' understanding of social entrepreneurship through the introduction of business ideas.
- A distribution of the pro-poor approach wider through the revelation that the approach is extremely applicable to forest communities.
- The eventual development of an international marketing approach since it has been determined that there is high potential for community forestry entrepreneurs to break into this market.

again; it's chiefly about first impressions and meeting stereotyped expectations. Dress and act like a leader! If a western teacher, look like a professor; if a western nurse, look like a doctor; if a western volunteer, look like a foreign expert. And so on. Simply, in that place in which you enter China, a preconception has been established for you locally, ahead of your meetings and deviation will cause a deleterious wobble. Of course though, you, sir or madam, are a natural leader, with a good-natured, delicate touch - you never needed the textbooks. But..... perhaps you should not discard the leather jacket just yet, for as one of my local friends repeats almost daily to me - "things change quickly in China".

## ELP Reunions!



Oscar Arruda d'Alva (ELP '02) and Philip Kisoyan (ELP '02)

### ELP ALUMS ATTEND THE UNCCD COP-7 IN NAIROBI, KENYA

The 7th session of the Conference of the Parties (COP-7) to the UN Convention to Combat Desertification (UNCCD) took place at the UN Office in Nairobi, Kenya, from October 17-28, 2005. The COP was attended by nearly 1000 participants with 33 ministers, 182 parties, 17 UN agencies, 21 intergovernmental organizations and 125 NGOs from 65 countries. ELP Alums Philip Kisoyan ('02), Oscar Arruda d'Avila ('02), Daniel Nyamai ('01) and Abou Bamba ('03) attended the event, making up the ELP "Delegation."

In addition to discussions on combatting desertification, the COP 7 also noted the UN General Assembly's designation of 2006 as the year of International Deserts and Desertification (IYDD). In view of the exacerbation of desertification, several delegates announced that a wide variety of events will be organized in commemorating the IYDD. For more information visit UNCCD website: <http://www.unccd.int>.

### SOUTH AFRICA MINI REUNION

On October 20, 2005 Anyaa Vohiri met Gladys Mutangadura in Lusaka, South Africa while she was attending a workshop. Gladys states, "It was a refreshing experience."

### Leadership for HIV/AIDS Mitigation

(Continued from page 5)

than 30% compared to a range of 1.6 – 10% for other countries in the sub-region.

Government's leadership role can be enhanced by ensuring that they are helping to facilitate and mobilise action by other non-governmental sectors; improving coordination among all stakeholders; creating a regu-



### EAST AFRICAN REUNION DINNER

On October 4, 2004 ELP Alumni from East Africa – Emmanuel Mukanga (ELP '01), James Rubakisibo (ELP '03), Simon Thuo (ELP '01) and Aventino Kasangaki (ELP '04) met for a mini-reunion with UC Berkeley's Vincent Resh at the Pizzeria Ristorante Mammamia in Uganda. Everyone other than Vince enjoyed Uganda's Bell Lager that night – Vince could not resist the Nile beer that is brewed at the source of the Nile River! Simon Thuo spoke of the politics of the Nile waters while James briefed us on agricultural progress in Rwanda. The evening was crowned with mouth watering dishes.



### DAVID ZILBERMAN VISITS THE PHILIPPINES

David Zilberman met up with ELP Alums Dulce Elazegui (ELP '03), Agnes Rola (ELP '01) and Nhyria Rogel (ELP '02) after attending the NRM meeting at IRRI in Los Banos, Philippines.



Nani Septariani (ELP '04), Gia Ibay's Mother and Gia Ibay (ELP '04)

### ANOTHER PHILIPPINE REUNION IN THE WORKS!

On November 16, 2005, Gia Ibay (ELP '04) wrote: "Another ELP reunion in Manila is in works! Nani (ELP'04) is in the Philippines for a workshop. She stayed with me overnight before proceeding to the workshop in Palawan. We will be getting together again on Friday, possibly with other ELP alumni. Nelia (ELP '04) will be in town as well as Lando (ELP'03) from Bonn, Germany. The other ELP alumni, Nyrhia Rogel (ELP '02) and Dulce Elazegui (ELP '03), will also try to make it."



### ROBIN MARSH AND SVETLANA CHERNIKOVA AT THE JUNE 2005 ELP-SPSU COURSE IN RUSSIA

Robin Marsh states, "After exhausting travel from Berkeley to St. Petersburg, wakefulness because of "white nights" and back-to-back presentations at the June ELP-inspired course at SP State University, it was WONDERFUL to have a Russian sauna (banya) with ELP alumnus, Svetlana Chernikova (ELP '03). My tired body and spirit were revived, and the salted fish and beer were delicious."

latory framework within which non-governmental actors can operate; leading by example in allocating resources to HIV/AIDS mitigation; ensuring that communities participate in policy development and implementation; and in improving monitoring and evaluation of implementation progress on the ground.

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[http://nature.berkeley.edu/  
BearhsELP/](http://nature.berkeley.edu/BearhsELP/)

The Beahrs Environmental Leadership Program (ELP) links state-of-the-art environmental and natural resource science and policy at the University of California, Berkeley, with environmental professionals around the world. It is the leading international program within the Center for Sustainable Resource Development of the College of Natural Resources.

The core component of the Beahrs ELP is an interdisciplinary summer certificate course in Sustainable Environmental Management. Participants in the summer course:

- Develop an interdisciplinary understanding of key environmental topics;
- Explore alternative policies, technologies and institutions that promote sustainable environmental management;
- Strengthen conflict management and leadership skills;
- Experience cross-cultural and cross-sectoral learning from peers around the world.

Course participants continue their learning and peer relations through the Berkeley Beahrs ELP Alumni Network, with an active website, THIS newsletter, and various exchange opportunities.

**2006 Beahrs ELP  
Recruitment!**

**We need your help** recruiting friends, colleagues and professional associates to attend the 2006 summer course in Sustainable Environmental Management at UC Berkeley. In past years, alumni have been crucial in helping us to reach people who would not otherwise know of this training and networking opportunity. We need you to expand access to the ELP!



You all have copies of the 2006 brochure to distribute, and the email announcement with the link to the website: <http://cnr.berkeley.edu/BearhsELP>. Think about people who would genuinely benefit from the ELP at Berkeley, and have valuable knowledge and experiences to share with others. Encourage them to apply.

Thanks from Robin, David, Leslie and Tricia

**Cyberseminar:  
Save the Dates!**

The Beahrs ELP will be hosting a Cyberseminar entitled, **Creating Sustainable Cities** during **January 23-27, 2006!** This exciting on-line discussion will engage ELP Alums and invited experts on this issue, providing feedback for the "Urban Environmental Sustainability Initiative" proposal we are preparing for the Moore Foundation. Your participation will ensure the proposed work is based on felt urban priorities across a wide range of cities.

In preparation for the seminar, please sign up for UN-Habitat's **Habitat JAM**, a global internet debate on **December 1-3, 2005** which will discuss some of the most urgent and controversial sustainable cities issues. Insights learned from the JAM will be used to inform and energize our January Cyberseminar.

**Registration for Habitat JAM takes less than 2 minutes!**

Simply go to [www.registerforthejam.com](http://www.registerforthejam.com).

**Flashback: ELP 2005 Field Trip**



This collage by Stephan Wanyoike (Wams) Wamiti (ELP '05) features the ELP Class of 2005 meeting with Tom Campbell (Dean, Haas School of Business, UCB) and his wife Suzanne (Director, St. Petersburg Global Fund) at Stanford University on their way back from a field trip to Santa Cruz and Salinas Valley. Thanks to Wams for this beautiful collage!