

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

# ALUMNI NEWSLETTER

## Pro-Poor Entrepreneurship Issue

- Social Leader, Social Entrepreneur or Pro-Poor Entrepreneur? (1)
- Letter from Robin Marsh (2)
- Letter from David Zilberman (2)
- La Unión de Ejidos de la Selva (3)
- Ecotourism in Egypt Tackling the Paradox of Community Education and Pro-Poor Tourism (4)
- Finding an Economic Balance for the People of the Himalayas (5)
- The Need for Pro-Poor Entrepreneurship in Kenya's Ogiek Community (6)
- CSR and Ecoagriculture Partners Offer 1<sup>st</sup> Leadership Course (7)
- Forest-Based Enterprise in Nepal: A Pro-Poor Approach (8)
- Caribbean Conference on Sustainable Livelihoods (10)
- LCC: Identifying the Major Sources of Lake Awassa Pollutants (12)
- Alumni Updates (14)
- SANREM CRSP (18)

### Feature Article

## Social Leader, Social Entrepreneur or Pro-Poor Entrepreneur?

By Anna Zuchetti (ELP 2004)

In the latest years, the subject of "social entrepreneurs" has become more and more widespread. Not only has there been an unprecedented amount of news coverage on the work of those called "social entrepreneurs", but the support initiatives, available funding, foundations dedicated to the issue, research and specialized publications as well as courses aimed towards the grooming of new entrepreneurs have been ever increasing.

In the fascinating world of social entrepreneurship you can find all types of people from all walks of life: but all with the same objective, promoting "social good", each one with his or her own approach to social problems. So it is not surprising that several different terms have emerged to define these individuals: social entrepreneur, social leader and pro-poor entrepreneur are the most common. But what do they mean? What do they entail?

When these words come to mind, generally the first thing we imagine is someone with great oratorical skills, seated at a community gathering listening attentively -and attentively being listened to- by a group of townspeople. This picture is not far from reality, however a social entrepreneur is much more than just a social promoter.

Ashoka (see [www.ashoka.org](http://www.ashoka.org)) is probably the first organization created around the work of social entrepreneurs, having devised the term in order to define themselves. Bill Drayton, its founder, has been recognized as one of the most influential social entrepreneurs in the world. The social entrepreneurs of Ashoka have all

the qualities of a business entrepreneur (vision, passionate obsession, determination, innovative ability, to name a few) however, they apply these qualities to the world's social problems. Their client is any organization or individual linked to a social problem, and their profit is social impact.

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**"Do you have a passionate obsession about a social problem and an innovative solution to address it? Are you somewhat impatient, cannot sit back and simply wait for change to happen? MAYBE YOU ARE A SOCIAL ENTREPRENEUR!"**

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According to Ashoka "An entrepreneur recognizes when one part of the society is overworked and promotes new ideas to ease their load. The entrepreneur finds the problem and solves it by changing the system, diffusing the solution and persuading the entire society to take new paths...Identifying and resolving large scale social problems requires a



From L to R:  
Bill Gates,  
Mother Teresa  
and Bill Drayton.

social entrepreneur because only an entrepreneur has the vision and the determination to persevere until the entire system is transformed." As Bill Drayton puts it: "Social entrepreneurs are not content just to give a fish or teach how to fish. They will not rest until they have revolutionized the fishing industry".

There is a subtle difference between a social entrepreneur and a social leader, but it does exist. In an article called "Society, Leadership and Leaders", Baltazar Caravedo, President of AVINA Peru (see [www.avina.net](http://www.avina.net)) describes a social leader as one who 1) looks for the greatest possible influence on a cause that he considers just, 2) transforms that just cause into a habitual or daily practice among the individuals, 3) does not try to always be in total control and 4) seeks to ally himself with other leaders, provided that the final objective remains the priority. The description is centered around the distinction from a political leader (who supposedly is also motivated by the desire for social change) who most commonly 1) looks for power, 2) looks to be in control, 3) makes decisions and 4) seeks other leaders as competition and looks to diminish them. The greatest difference between these two kinds of leaders, then, is that the social

(Continued on page 7)

## Feature Article

## Entrepreneurship and the Poor

By David Zilberman, Co-Director ELP



Entrepreneurs are agents of change. They make things happen, transforming new ideas into reality. Entrepreneurship is frequently associated with business people in the private sector. However, the policymakers who introduce a new environmental policy or the activists who initiate a new community program have entrepreneurial capacity as well.

I will mostly address private sector entrepreneurship and its role in reducing poverty. First, I present some examples of famous entrepreneurial actions with important distributional implications. Then I will discuss enhancing the entrepreneurial spirit of the disadvantaged.

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“Entrepreneurship flourishes when people are encouraged to experiment and when risk taking is appreciated and rewarded. Collective effort and policies that reduce abuse without suffocating the entrepreneurial spirit are essential for reducing poverty.”

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My favorite entrepreneur is A. P. Giannini, the founder of Bank of America. He introduced several radical innovations that changed the lives of numerous people. He was the father of consumer banking and introduced products like home mortgages and auto loans. After the famous San Fran-

cisco earthquake of 1906, he loaned people significant sums based on a handshake so they could rebuild their lives. He also introduced livestock loans, using pigs and cows as collateral. The interest payments he required were reasonable, sometimes below the ongoing commercial rate at the time. His modest bank, Bank of Italy, had become the biggest bank in the world, Bank of America, and proved that his pro-poor actions paid off handsomely. Most other banks targeted only the rich, who were perceived as “good risks.” Giannini realized that the middle class and the poor present an immense market potential for lending and that they have the incentive to pay their loans. The ability of most of the populations in the developed world to utilize the banking system was originated by Giannini’s actions.

The micro credit programs introduced by the Grameen Bank in Bangladesh, and its many followers, are recent demonstrations that lending to the poor and disadvantaged can yield high paybacks in many ways. However, they also illustrate a more general point, that entrepreneurial activities that allow the poor and disadvantaged access to new enabling capacities are very valuable in many cases. There are many examples that illustrate this idea. The establishment of mail-order catalogues by Sears allowed citizens in remote areas access to better inputs (seeds and tools) and consumer goods. Establishment of wireless telephones services in remote areas and poor neighborhoods is a more modern illustration of the same concept. Private or public activities that lead to electrification of poor regions can improve the quality of life radically. Even the establishment of outlets store and supermarkets that provide cheaper products has a strong pro-poor element.

Some entrepreneurial actions may benefit the poor by providing access to goods and markets removing barriers and reducing prices. Others can help by providing employment opportunities. In

(Continued on page 11)

## Letter from Robin Marsh



Co-Director ELP

Just one week ago we completed the 6<sup>th</sup> ELP summer course, and now have 227 UC Berkeley ELP alums from over 60 countries. You will learn more about the “class of 2006” in subsequent listserv communications and newsletters.

With this newsletter, we are offering only the tip of the iceberg of knowledge and activity in pro-poor entrepreneurship among ELP alums. Many of you are working on integrated sustainable development projects that include micro-credit, small and medium enterprise and market strengthening components. Some, though not all of these, include explicit promotion of entrepreneurship.

Those of you working more narrowly on conservation objectives have expressed interest to also learn about pro-poor economic activities that are consistent with sustainable use of natural resources. Experiences shared in this newsletter focus on unleashing the entrepreneurial talents of poor communities and individuals. They offer examples of business and market opportunities in communities with strong natural and social capital.

Anita and Kalyan Paul point out in their article on small women-owned ecologically sound enterprises in the Himalayas, a great need to “expand the scope of pro-poor business ventures”, particularly in light of growing urbanization and demand for a wide range of farm and forest products. Anita and Kalyan invite the ELP to engage in a debate on scaling-up pro-poor entrepreneurship, systematically, based on lessons from 25 years of experience.

Anna Zuchetti, former ASHOKA fellow (together with Kalyan Paul, Oscar Ar-ruda, Albina Ruiz), describes the concept

(Continued on page 11)

## Feature Article

**La Unión de Ejidos de la Selva: A Rebellion Against Destiny**

by David Velasco (ELP 2005)



After the crisis of the international price of coffee, the payment to coffee producers was far below their production costs, deeply affecting small producers. In this adverse context, local organizations had two options to be competitive: first, to reduce production costs in order to increase their profit; second, to add value and quality to their product to obtain a higher price in the market.

The first option was almost unattainable for small producers given their limited resources. For them it was almost impossible to invest in the infrastructure and equipment needed to improve their competitiveness. They were left with only one option: to distinguish themselves by the quality of their product. The *Unión de Ejidos de la Selva*, an organization of small coffee producers of the state of Chiapas, Mexico, realized that organic coffee was one of the few alternatives for facing the crisis and its terrible consequences in prices, production costs and damage to the environment.

Organic coffee production is based on an intense use of local labor force and resources and a low use of external inputs. Organic production implies: a) using conservation and biological control practices, b) perfecting soil fertilization and treatment of the plant, c) implementing sustainable transformation and processing practices, d) diversifying production.

*La Selva* started to introduce organic coffee production amongst its communities. The initial goal was to transform 1,000 hectares

of conventional coffee into organic coffee in three years. When this goal was achieved, the whole coffee production of *La Selva* was turned into organic.

However, organic transformation is not a good enough tool for fighting poverty. The goal of for *La Unión de Ejidos de la Selva*, pursued over 25 years, was to achieve the total control of the production process: planting, harvesting, transformation, industrialization and commercialization. This was achieved through networks, association mechanisms and social commitment. *La Selva's* last objective was to sell their coffee in their own coffee shops. Today, *La Selva* has 21 coffee shops in México, one in Spain and another in the U.S.

*La Selva's* experience is a very important contribution to the region, especially because the national and regional contexts are unfavorable to these kinds of projects and because *La Selva* built its success in the midst of the international coffee price crisis (1989), the Mexican financial crisis (1995), and the social instability in Chiapas due to the presence of the Zapatista Army of National Liberation. *La Selva* built strong institutional credibility in an environment where institutional stability is weak and in a state and a country where government credibility is almost nonexistent.

*La Selva* developed its strategy in a context in which national social movements and institutions have proven to react slowly to protect poor rural workers.

In Mexico, as in many other countries, we lack development schemes that focus on the capacity building among small producers. Public policies have followed a top down rather than a bottom up approach. We do not need models based on charity; we need models that empower small producers based in equality and respect.

Today, *Café la Selva* has become an important coffee shop chain. The quality of their customer service, coffee and food positively demonstrates to Mexican society the possibilities for indigenous enterprises to participate in commercial activities from which they have been excluded. This experience

has the potential to create a more democratic social life, strengthening the cultural identity and ethnicity of these communities.

Experiences such as *La Selva* are very useful for a country that will likely be fragmented in this millennium. There will be broad marginalized areas lacking the necessary elements to develop and satisfy basic needs. Many indicators show that poor development in these regions and increased poverty levels represent a great threat for national social stability.

Today it is possible to forecast the important impact of this experience at the state

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level since it sets an example for other communities and organizations. In past years more and more indigenous groups from Chiapas and other states have begun to work in non traditional productive activities. The boom of organic coffee production has been reflected in other products like pepper, vanilla, honey, cacao and some fruits.

Other local responses such as tourist and regional commercial services have to be added to non-commercial activities that are also very important. The growth of bilingual broadcast radios, traditional health care facilities, and human rights groups are just some local responses arising in the new global context.

## Feature Article

## Ecotourism in Egypt Tackling the Paradox of Community Education and Pro-Poor Tourism

By Ahmed Hassan (ELP 2003)



Young adults in Egypt are trained in the kitchen and for service work..

Tourism and hospitality education is essential to opening doors and creating opportunities for rural communities in Egypt and many parts of the world. This is often the case for ecotourism destinations usually located in remote areas under some form of environmental protection at the government, community or private level. Ideally, the local community is involved and receives tangible benefits from the conservation area through employment in tourist facilities like campsites, lodges, guide services, restaurants and other enterprises run by or in partnership with communities.

More importantly, if ecotourism is to be viewed as a tool for rural development, it must shift economic opportunities to the local community and help them to develop into entrepreneurs. This is totally obstructed by the shortage of tourism and hospitality education for Egyptian youth in both rural areas of Egypt as well as countrywide. The outcomes of the Egyptian education system are not consistent with market demand; it is producing both the wrong qualification mix and the wrong quality. Hence, the most difficult part about making tourism more pro-poor is to tackle the broken link between education and employment.

Ecotourism cannot only make tourism "greener" but also less culturally exploitative and more pro-poor than conventional tourism. In ecotourism, pro-poor means providing the community with market-driven education and reliable employment. To address the shortage of appropriately trained professionals, the Scholarship for Tourism Administration and Rural Training (START) Program was devised to focus on awarding educational opportunities to promising community youth who demonstrate potential, self-will, motivation, and long term commitment to work in the tourism and hospitality industry. The program is administered and funded through a public-private partnership between leaders of the Egyptian tourism industry.

The scholarship recipients are each entitled to a grant of 22,000 Egyptian Pounds (US\$4,000) over three years of full-time study covering tuition, accommodation and living expenses. To meet the needs of young Egyptians living in or near growing tourism destinations like the Red Sea, education takes place at the German Hotelfachschule Paul Rahn hospitality institution ([www.rahndittrich.de](http://www.rahndittrich.de)), and

vocation training is undertaken at 4 or 5 star partner hotels in the Red Sea. At successful completion of the program the students receive the Hospitality Diploma of the German Chamber of Industry and Commerce, the only internationally accredited hospitality degree offered in Egypt, and upon graduation, each graduate is guaranteed a 2-year work contract from a partner hotel with an income of 12 thousand Egypt Pounds per year (US\$2,000), 25% more than the average GDP income of Egyptians. Community individuals that are young women, socially disadvantaged, or have a disability are particularly encouraged.

Given the significant scope and outcome of the program several strategic partners were invited to form a public-private consortium to manage and finance the activities. Public partners include the Ministry of Tourism and the Egyptian Chamber of Tourism Industries, and the private partners include the Orascom Group, the largest tourism conglomerate in Egypt, and the Marriott and Steigenberger Hotel Groups. Training is provided by the Hotelfachschule Paul Rahn and co-funding is offered through leading organizations in the hotel industry

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“The START program is only a start towards achieving the long-term objectives of reducing local unemployment and promoting local and gender balance in tourism jobs available to natives in rural areas growing into tourist destinations.”

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and the USAID-funded Livelihood and Income from the Environment (LIFE) Program.

In its first months of inception, the program has worked with the Ababda and Bisharim

*(Continued on page 10)*

## Feature Article

## Finding an Economic Balance for the People of the Himalayas

by Anita and Kalyan Paul (ELP 2005)

In fragile ecosystems in the Himalayas, forests play a pivotal role in supporting mountain farming systems. Since colonial times rapacious state policies have led to degradation of such essential support systems which, in turn, has affected the traditional food security.

To find a fresh balance in the quality of lives for such marginalized communities, we have been involved with creating a platform for:

- Raising awareness among farmers, especially women,
- Formation of self-help groups for improved systems of micro credit,
- Initiation of appropriate livelihoods improvement programmes, and
- Establishment of microenterprises to add value to local produce.

Efforts over the past few years have led to the creation of a network of over 1,000 mountain women who are involved with various business activities which provide small yet significant incomes on a sustainable basis.

- Farm-women are involved with the production and sale of hand-knitted woolen jumpers (sweaters).
- Fruit growers are involved with adding value to local soft fruits like apricots and plums through production and marketing of natural jams.
- Bee keepers are involved with the processing and sale of seasonal natural honey in India and Europe.
- Production and sale of alternate eco-friendly roofing tiles provide regular incomes to a group of women-headed households.
- Free range backyard poultry businesses enhances family nutrition levels as well as incomes.

Besides these enterprise development efforts, women are leading the way to invest their small savings towards im-

proved systems of water harvesting, community sanitation, renewable energy devices and the protection and conservation of fragile catchment areas.

However, the most significant aspect of these local efforts in promoting the spirit of enterprise is a concern of the institutional framework at the grassroots level. Each and every business activity is directly controlled by the producer-groups. They own the assets and all are equal shareholders of the business. This arrangement enables the greatest portion of the consumer's rupee/dollar to reach the producer. Each year, these groups are in a position to distribute a bonus from the 'profits' of their businesses.

We feel that the lessons of such enterprise development programmes should be documented and discussed widely, especially in a fast changing global economy which is pushing ahead with neo-liberal ideologies that may further marginalize resource poor farmers.

Value addition and marketing of local produce ought to be organized on behalf of farmers in a manner which enables and empowers them to participate in the process and gain from the benefits of modern processing facilities.

It is a fallacy to expect the corporate sector to resolve the crisis of chronic poverty; its very structure would always need to work towards maximizing profits for the sake of urban middle class shareholders.

In our mountains, with over 20 million people, efforts need to be made to learn from the lessons of small enterprise development efforts and expand the scope of pro-poor business ventures. With the growing trend of urbanization (and there-



Hand-knitting is one of the business activities which provide small yet significant incomes for farm women.

fore demand for processed farm products) within the country, the current decade actually provides us with an opportunity to create large numbers of farmers organizations which would take care of economics, ecology and equity.

We would be pleased to be involved with a debate on some of these ideas with the ELP family across the world.

## Feature Article

## The Need for Pro-Poor Entrepreneurship in Kenya's Ogiek Community

Edited By Patrick Karani (ELP 2003)



Natural resource management is necessary and sufficient for pro-poor entrepreneurial activities.

Entrepreneurship in its broad application is described as the basis for modern practical development (Drucker, 1985) with the potential for wider applications in poor communities for economic progression (Cocker and Richards, 1992) and the management of the environment (Brady, 2005). It is an approach that is desperately needed for the Ogiek Community in Kenya whose forests are currently suffering due to government policy that prevents them from protecting their lands.

The Ogiek community is one of the last remaining forest inhabitants (Jansen, 2003) and among the poorest communities in Kenya. They utilize traditional knowledge for sustainable production and forest conservation. Applying this knowledge is the best proof of their institutional abilities, their capacity to cope with market forces that address development challenges, and then adapt in relation to emerging innovative developmental instruments (Drucker, 1999). The Ogiek community collectively manages their forests since they derive their livelihoods and natural capital from the forests. For instance, the community utilizes forests for harvesting honey, hunt-

ing wildlife, gathering of wild fruits and nuts as well as a water catchment area. They also apply their traditional knowledge for production and conservation of the forest to keeping livestock.

Ogiek traditional knowledge determines settlement areas for the community in or near high forests. Forest resources contribute an important role in Ogiek's culture, rendering their conservation using traditional knowledge vital. Whenever the Ogieks move in the forests, they use their traditional knowledge to conserve and manage the forest.

Elders pass on conservation measures to younger generations including practices and teaching of techniques that: ensure control and minimization of forest-fire outbreaks; allow only experienced elders to make beehives from the trees, so that the barks used to make such beehives are removed in a particular way that conserves the tree; and create awareness of important tree species like *Dobeya goetzeni*, *Olea euro*, *Olea hochstetteri* that are used for honey and herbs. Community members are prohibited from cutting

these trees as a cultural practice. In addition, proper management includes allocation of blocks of forests to Ogiek clans to use on a sustainable basis.

Since the concept of pro-poor entrepreneurship supports initiatives that enhance rural livelihoods (including productive systems including crops, livestock and forests) while protecting the biodiversity (including conservation of genetic resources, ecological communities, ecosystem services, wild flora and fauna), local authorities do not perceive the Ogiek community positively. The Ogiek community is seen as destructive to the environment since their habits include the slashing and burning of forests.

Such habits led to government policies (inherited from the colonial government in the 1900s) that prevent the Ogiek from accessing their forests. But in contrast, the government allowed logging and commercial farming of forest land. The conflict between the government and community members has resulted into further destruction of the forest. It is estimated that about 60% of the tree cover has been lost in the last 20 years (Jansen, 2003).

In addition, a rich area of biodiversity has been lost. Rivers that flow through the Mau forest providing Kenya's largest fresh water supply is highly affected and the rivers are slowly drying up. The impact is witnessed by the retreat of water levels in Lake Victoria; the loss is currently estimated at about 2 kilometers. The economic, social and environmental implications are huge for the communities dependent on the lakes and wild game for livelihoods. The potential outcomes do not only affect communities but also the logging companies, tea plantations, charcoal producers and settlers who are allowed in by the government to exploit the forest resources (Kamau, 2005).

In conclusion, the Mau forest of Kenya is severely threatened by both pressure

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(Karani, Continued from page 6)

from a growing population and demand for land use activities, such as in commercial farming in particular. Ideally, supporting pro-poor initiatives should promote practical forest management instruments that have potential for economic benefits. Pro-poor instruments allow for forest management in ways that are compatible with long-term biodiversity conservation and community development efforts.

Entrepreneurship leads to building synergies between the economy, society and the environment and enhances sustainability necessary for valuing the ecosystem. Pro-poor approaches promote sustainable community livelihoods that require investments in food security, energy production, water conservation, management and use. Open policy dialogue should be encouraged between local authorities and the community. This provides room for enhanced interactions, eliminates conflicts and promotes better ways of understanding and integrating local community perspectives into long-term conservation of the biodiversity and management of the forest.

(Zuchetti, Continued from page 1)

leader does not try to be the great and only protagonist of his or her cause to improve the economic and social environment of the community, but rather tries to grant power, meaning that the communities foster their own "empowerment".

For Avina, "the social leaders have a vision of the big picture, clear goals, a work plan to achieve them and the capacity to successfully culminate their projects." This organization focuses more on the qualities of the people (their vision, their inspired activity, their ability to establish alliances and networks) than on the characteristics of their ideas (innovation, systemic and structural change, mobilization of large resources).

A pro-poor entrepreneur possesses the same profile as a social one except that his or her interests and strategies are generally geared towards one issue (poverty or economic development) and one sector (the poor). The more than 100 pro-poor

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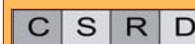
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entrepreneurs worldwide that associate with the Schwab Foundation (see [www.schwabfound.org](http://www.schwabfound.org)) are described as a cross between Bill Gates and Mother Theresa. "The social entrepreneurs are recognized for their activities in local, national and international areas in markets where the financial risk is not considered to be as great... Most of these men and women are professionals with careers. They are doctors, engineers, scientists, economists, educators, management specialists, lawyers, etc." However, they dedicate their lives to solving problems of those sectors and countries that are marginalized by the system.

So... do you feel a certain similarity to the personality of Bill Gates and Mother Teresa? Do you have a passionate obsession about a social problem and an innovative solution to address it? Are you somewhat impatient, cannot sit back and simply wait for change to happen? ...MAYBE YOU ARE A SOCIAL ENTREPRENEUR!



World Agroforestry Centre  
TRANSFORMING LIVES AND LANDSCAPES

## CSR D and Ecoagriculture Partners Offer Leadership Course

In November 2006, the World Agroforestry Center, CSR D (UC Berkeley) and Ecoagriculture Partners will offer a new course: *Leadership for Ecoagriculture in East Africa*, in Nairobi, Kenya. Beahrs ELP alums Aventino Kasangaki (04), Patrick Karani (03) and Simon Thuo (01) have been asked to provide nominations for participants from Kenya and Uganda. Simon Thuo will also be a presenter. Other alums with nomination suggestions should send these to Sara Scherr and Robin Marsh as soon as possible. A second course will be held in East Africa in 2007, and courses will be held in Central America in 2007 and 2008.

*Leadership for Ecoagriculture in East Africa* is a six-day course designed for practitioners and professionals from the agricultural, conservation, community development, and planning sectors in Kenya and Uganda. The course will prepare participants to effectively design, lead and manage cross-sectoral, participatory initiatives that jointly achieve agricultural development with biodiversity conservation in landscapes of East Africa.

At the end of the course, participants will be able to:

- identify and analyze challenges in agricultural landscapes,
- design strategies for integrated agriculture and conservation management, and
- facilitate collaborative, multi-stakeholder processes that support integrated agriculture and conservation landscapes.

Course graduates will form a cross-sectoral network of committed ecoagriculture leaders who share common understanding of objectives, enhanced capabilities in the scientific and technical aspects of ecoagricultural systems, and strengthened confidence and skills to influence and motivate others at field, program and policy levels.

Interested to learn more?  
Contact Robin Marsh at CSR D/BeahrsELP.

## Feature Article

## Reconstructing the Concept of Forest-Based Enterprise: A Pro-Poor Approach

By Dinesh Paudel (ELP 2004)



In the forest sector, the prevailing view is that forest-based enterprises are characterized by being:

- Risky i.e. not generally appropriate for the involvement of poor people
- Dependent on external financial investment i.e. again making them unsuitable for poor people's involvement
- Usually privately-owned (or more rarely following a co-operative or community-owned institutional models) and beset by inefficiencies and somewhat complex bureaucratic regulations.

These statements assume that entrepreneurship is a set of characteristics that are not innate or instinctive, but require real skills and capacities that can be taught and learned. They imply that with appropriate training and support, all kinds of people, including the poor, can become successful entrepreneurs. As entrepreneurs, poor people can be enabled and empowered to take advantage of markets for products. Thus they can use the market for their own benefit and as the driving force or 'pull' that helps them move out of poverty.

There are several critical differences between entrepreneurs and enterprise owners or managers. An entrepreneur con-

tinually seeks out opportunities for the business in response to market forces and perceived changes in markets. This requires an innovative, dynamic and market-driven approach coupled with a willingness and confidence to experiment with new ideas and approaches. By contrast, an enterprise manager tends to respond to targets or follows pre-determined and more familiar approaches to business – often based on the availability of supplies e.g. resources, as the main driving force. Note that all entrepreneurs are therefore also enterprise managers, but all enterprise managers are not necessarily entrepreneurs.

Conventionally, poor people have been seen as passive recipients of the benefits from small-scale enterprises – usually employees or labourers. A step beyond this would be to consider how poor households could become small enterprise managers - often they already are (e.g. as blacksmiths, or livestock owners). However, this too is limiting since enterprise managers do not necessarily have the skills and capacities to move beyond working to meet their day-to-day subsistence needs to become more innovative entrepreneurs who respond with confidence to markets and opportunities and who benefit both financially and socially from this.

Pro-poor entrepreneurship (PPE) offers an opportunity for poor households or poor people to develop entrepreneurial skills and consequently gain additional benefits as well as provide an opportunity for poor people to move beyond a

subsistence based livelihoods strategy. This is not only through their employment and their share in the profitability of the enterprise (from their shareholdings), but also in the social capital that they gain through acquiring entrepreneurship skills and raising their status and influence within the community.

The PPE includes community groups, poorest households from the groups as separate category and private sector investors to create a win-win business situation. The outcomes of the PPEs are to ensure poor people's livelihoods are enhanced and more sustainable; that natural resources are sustainably managed; and that natural resource-based businesses are both profitable and sustainable.

*PPE for sustainable livelihoods.* A PPE is one that creates more sustainable livelihood opportunities for poor people by provid-

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ing pathways for them to move beyond a subsistence level of existence. This means that the process of its establishment, its mode of operation and the benefit distribution system may all differ from those of conventional enterprises since poor people need to be involved and empowered

*(Continued on page 9)*

(Paudel, Continued from page 8)



during these processes.

*PPE for sustainable business.* As with all successful enterprises, a PPE has to be profitable, and able to thrive, grow and diversify according to the needs of the market and the skills of its managers. The pro-poor concept is fundamental to this and is considered as being part of a sustainable business strategy rather than simply an altruistic act on the part of the enterprise own-

ers. Ultimately, businesses will fail if there is a lack of trust amongst partners and in the case of PPEs, which normally depend on collection of raw materials by poor households, there has to be trust between these collectors and the enterprise managers for the enterprise to be sustainable. The potential for enhancing this trust exists in the PPE structure where

poor household representatives sit on the management board of the enterprise and jointly discuss plans and actions with the other investors including those from the private sector.

*PPE for sustainable natural resource management.* Most PPEs depend on locally available natural resources. The success and sustainability of the enterprise depends on the sustainable management of these resources.

In community forests, the incentive for FUGs or their member households to give more attention to productive and sustainable forest management lies in a shift from their being passive sellers of raw materials to becoming entrepreneurs, owners and direct beneficiaries of the enterprise.

There are various possible 'models' of PPE based on ownership and management structure, and also on the differing requirements for utilizing forest products and managing their manufacturing processes. As with all participatory and inclusive processes, the steps followed and the care that is taken during the establishment of the PPE has an equally important influence on the outcome for poor people as the actual 'model' that is finally selected.

These different models have similar broad characteristics that distinguish them from conventional businesses.

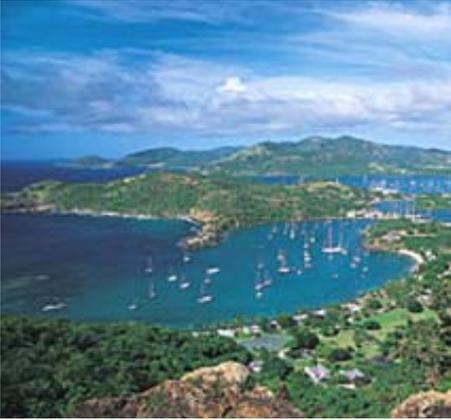
### Characteristics of a Pro-Poor Enterprise (PPE)

Characteristic	Description
Established through a 'process'	Unlike conventional enterprises, a more cautious and 'stepwise' process is followed for PPE establishment. This ensures that poor people are adequately identified, trained (as entrepreneurs), assisted in setting up the business and supported in
Ownership	Poor people are always involved as PPE owners. The exact way depends on the PPE "model" but normally, identified poor households will be part owners of the enterprise along with various combinations of: community groups; other group members (non-poor); and private investors.
Private sector	Private sector involvement is a key feature of many PPEs. It provides a source of financial investment and more importantly the key business and marketing skills that are needed to ensure the success of the enterprise.
Market or demand-driven.	This means that products are harvested and processed to produce something for which there is an identified market – not simply because the raw materials are there to be used. The role of the entrepreneur is therefore to seek out these markets and create new markets.
Natural resources based.	PPEs need not necessarily be natural resources based, although this is normally the case since it is these resources that are now readily available locally as a result of the conservation and management of community forest in remote, rural
People and livelihoods centered	Investing in people is recognised as good business practice likely to bring economic as well as social benefits. This differs from some conventional enterprises where people are considered as 'resources' to be utilized or even exploited.

## SGI Update

## Caribbean Conference on Sustainable Livelihoods and Sustainable Use of the Environment and Natural Resources

From final report by Justin Ram (ELP 2002)



The Sustainable Economic Development Unit (SEDU) held its annual conference on October 24-25 2005. The conference theme was on sustainable livelihoods, poverty reduction and the sustainable use of the environment and natural resources. Its title: "Realising the Millennium Development Goal (MDG) of Poverty Eradication: Through Community-based Sustainable Livelihood Strategies and Governance Reform."

The seminar provided an opportunity for SEDU to present some of its findings from a UK Department for International Development (DfID) sponsored 3-year project examining sustainable livelihoods in the Caribbean region. It also provided the opportunity to discuss the issue of marginalized communities and environmental stewardship. Approximately 75 people attended from Trinidad and Tobago, and 20 people from other Caribbean nations.

The two-day conference included presentations dealing with: 1) Learning from Learning: Community-Based Sustainable Livelihoods Policy Research to Inform Action; and 2) Learning from the Experiences of Community and Government Interactions in Sustainable Livelihood Projects

### Conference Summary & Findings

The first day began with the SEDU team presenting findings on its sustainable livelihoods project. These presentations provided the platform for discussion and further presentations on sustainable livelihoods in the Caribbean region.

The other presentations focused on overall policy objectives and highlighted efforts in some communities to ensure poverty reduction and the fostering of sustainable livelihoods. The presentations included access to micro-credit in St. Lucia and Belize, sustainable livelihoods and environmental protection in the Northern range of Trinidad, community action to avoid destruction of Toco (a coastal community in north east Trinidad) and the European Union (EU) poverty reduction programme in Trinidad and Tobago.

The second day of the conference attempted to answer two critical questions:

1. How can policymakers contribute towards the existing sustainable livelihoods of people who are marginalized

and deemed to be poor - how can policymakers contribute to supporting people who are marginalized but earning livelihoods that are sustainable?

2. In so far as those livelihoods are not sustainable, how can policymakers contribute to identifying alternative livelihoods and the necessary support for marginalized communities to shift to these alternative feasible livelihoods?

### Suggestions Developed by Conference Participants

- Develop awareness among government and private sectors
- Conduct demonstration projects to show how poverty can be addressed in a sustainable manner
- Determine markets for products at the community level.
- Create a multi-disciplinary agency with nodes in all ministries of government.
- SEDU should utilize the press more effectively to get the message across.

### Going Forward

1. SEDU will disseminate the information gathered, and communicate findings.
2. An attempt will be made to reconstitute the Regional Coordinating Committee.
3. A full list of participants will be prepared and circulated along with the report from the Conference; and all participants will be invited to CSEDNET yahoo group.

(Hassan, Continued from page 4)

tribes, a nomadic people that wander the southern mountains of the Red Sea, herding camels and sheep. Forty boys and girls from the tribes are currently undergoing orientation before starting their education at the Paul Rahn School in El-Gouna resort ([www.elgouna.com](http://www.elgouna.com)) at the end of the year. They will receive three months of theoretical training, five months of theory and practice, and four months of practice in the hotels. At the end of the first year, students decide, together with the school and the hotels, on

their future specialization (service, kitchen or housekeeping) according to their performance. During the second and third year, they receive 2 weeks of practice at the hotels and one week of classroom study in the school. At the end of the third year they will be recruited by several operational hotels in the Red Sea region. It is expected that the total aggregate of their income will be half a million Egyptian Pounds (100 thousand dollars) which will flow back into the local economy of the tribes. This income generated will boost the local

economy and provide real local growth. The START program is only a start towards achieving the long-term objectives of reducing local unemployment and promoting local and gender balance in tourism jobs available to natives in rural areas growing into tourist destinations, improving livelihoods and bridging the socio-economic divide between host communities and the expanding tourism industry, and building constituency among tourism and hospitality organizations to consider the concept of private sponsorship as an alternative method to access tourism education.

(Marsh, Continued from page 2)

of “social entrepreneurship”, applying the skills of business entrepreneurship to promoting “social good”. Many ELP alums in non-profit organizations are social entrepreneurs with sustainable development missions. You are always searching for innovative and efficient ways to accomplish your social objectives, trying new ideas and strategies when old ones have run their course. This is the sign of an effective social entrepreneur.



ELP 2006 Participants at the Welcome Reception.

Entrepreneurship can be taught and learned according to Dinesh Paudel, and the poor can become skilled at identifying market opportunities for traditional and new markets, “as the driving force or ‘pull’ that helps them move out of poverty”. In the case of PPE within some Forest Users Groups in Nepal, Paudel describes a shift from “passive sellers of raw materials” to engagement in community-owned non-timber forest product enterprises based on inclusive ownership, management and profit-sharing. These enterprises also have long-term ecological and biodiversity benefits as profits are directly tied to sustainable land stewardship. Patrick Karani argues for the need to introduce such enterprises in the high pressure situation facing the forest-dependent Ogiek community in Kenya.

David Velasco describes the successful “bean to coffee cup” La Selva enterprise in Mexico. This success was forged in the coffee crisis resulting from plummeting coffee prices, and the realization by organized small producers in Chiapas that producing high-quality organic coffee, and reaching up the market chain to wholesale and retail, were the only ways to fight the crisis and remain profitable. The successful La Selva experience has spread to organic production of other crops such as pepper, vanilla, honey, cacao and tropical fruits, providing more opportunities for pro-poor entrepreneurship consistent with sustainable land use and building on strong producer-consumer alliances.

In Egypt, Ahmed Hassen has promoted the START Program – Scholarship for Tourism Administration and Rural Train-

ing, to encourage Egyptian youth to become professionals and entrepreneurs in the tourism sector. Ahmed describes the potential pro-poor as well as “green” benefits of ecotourism. As we all know, many traditional tourism projects exploit adjoining communities and labor with few opportunities for sustained benefits to the poor. Recently a UC Berkeley Haas team worked with Ahmed on developing business models for pro-poor ecotourism, under an SGI grant. Next newsletter will feature this project.

I encourage you all to read these interesting articles by your fellow ELP alums. Wondimu Tekle’s work on combating non-point sources of pollutants in Lake Awassa, Ethiopia, is also featured in this newsletter. There is also a summary of an SGI-supported Workshop on Sustainable Livelihoods and Sustainable Use of the Environment and Natural Resources in the Caribbean, organized by ELP alum Justin Ram.

In early August, you will hear from us on the new Berkeley ELP Alumni Network Steering Committee, formed from the ELP 2006. They will be in touch with you, shortly, by region. You will also be hearing regularly from Shezad Lakhani, new part-time AN coordinator, UC Berkeley student, and avid ELP fan. Thanks for the wonderful set of updates, and please keep these coming!

All for now,  
Robin

(Zilberman, Continued from page 2)

spite of many problems, the incredible growth of China has improved the well-being of hundreds of millions of people and reduced poverty (measured by daily income and other criteria) largely through the creation of new jobs mostly in industry. This industrialization allowed movement away from farms and reduced the pressure on lands and incomes from farming. Similar processes occurred in Japan, Korea, and Taiwan in the past. Those who are poor benefit from new employment opportunities that do not require skills, or provide training. But not everyone gains. Lack of skills and limited mobility may prevent individuals from gaining from new opportunities and may make them relatively worse off compared to the initial period. However, more entrepreneurial activities may provide added opportunities. Studies show that high rates of growth triggered by entrepreneurial efforts tend to reduce poverty in absolute terms.

Not all entrepreneurial efforts are for the better. Entrepreneurs may cut corners, contaminate the environment, and provide low quality and health-endangering products. Desperation and extreme poverty may breed employment opportunities that are dangerous or exploitive. “Good” entrepreneurship can fight bad entrepreneurship. People are less likely to take dangerous and demeaning jobs if other opportunities are available. Competition tends to improve product quality and lower prices. Entrepreneurial efforts in the public and not-for-profit sectors that raise awareness and improve the skills of the poor will reduce the likelihood of falling into traps and making poor choices. Entrepreneurial policy efforts that will enhance truth in advertisement and product promotion can combat shoddy product and misinformation.

Entrepreneurship can be discouraged by excessive regulations and a strict, controlling environment. It flourishes when people are encouraged to experiment and when risk taking is appreciated and rewarded. Collective effort and policies that reduce abuse without suffocating the entrepreneurial spirit are essential for reducing poverty.

## Leadership Change Contracts

Each summer the ELP graduates submit Leadership Change Contracts to apply the lessons they learned from the Beahrs ELP program back home. The purpose is to encourage an international dissemination of ideas and experiences to share effective practices and inspire positive improvements in the world of sustainable development. The following two pages features the results of a Leadership Change Contract project from your colleague Wondimu Tekle from Ethiopia (ELP '05). His project centered on identifying the major sources of pollutants to Ethiopia's Lake Awassa to increase awareness around this issue.

### LCC Report

## Identifying the Major Sources of Lake Awassa Pollutants

Edited from Report By Wondimu Tekle (ELP 2005)

There are numerous point and non-point sources for pollutants that deteriorate the quality of water resources. Non-point sources introduce pollutants to water environments across larger areas or may consist of multiple, closely-spaced point sources, while point sources of contamination to groundwater indicate pollution from specific sources such as septic tanks, underground fluid storages and landfills.

The major point sources of pollution in urban areas include storm-water drains, industrial facilities and direct discharges from sewage treatment plants (UNESCO, 1996). These facilities commonly add sufficient loads of a variety of pollutants to surface water bodies to strongly affect the quality of water resources. Major forms of non-point source pollution in urban areas include runoff from street surfaces contaminated with automobile oil, lead from petrol, dust, and animals waste. Urban agricultural activities, which use pesticides, fertilizers and manure are other non-point sources of pollution.

In developing countries, wastes from domestic, agricultural and industrial activities are unregulated and are often discharged directly into the environment. **This is the case in the Lake Awassa study area in Ethiopia where there is no environmental protection**, and contaminants from a number of pollution sources are continuously allowed to degrade the quality of both surface and groundwater. The following report discusses the major sources of pollution in the study area.

### Observed Pollution Sources

**Industries.** Almost all of Awassa's limited



"Treated Effluent" from textile factories flow into Shallo Swamp.

industries are concentrated along the main highway, prompted by the minimum cost required to discharge wastes into the nearby swamp. Most discharge waste into the marshy land and do not have functional waste treatment or disposal systems. The Awassa Textile Factory and the Tabor Ceramic Factory are both observed to flow effluent directly into Lake Awassa. There are also about 76 registered small-scale industries, which include wood and metal workshops, a grain mill, hollow block manufacturing, and about 411 food-processing units and many other small-scale manufacturing establishments which also contaminate the water by producing a considerable amount of liquid and solid waste.

**Government and private establishments.** Government and private establishments that include garages, fuel stations, health centres, governmental offices, educational institutions and hotels also produce large and diverse quantities of waste collectively. Of the above, health centers, garages, fuel stations and hotels produce the most significant amount of waste and pose the worst threat to water quality.

**Municipal Wastes.** Solid and liquid (sewage) municipal waste also pollutes. Municipal solid waste describes non-liquid waste generated from households, commercial and institutional activities including kitchen wastes, food leftovers, paper, plastics, tex-

(Continued on page 13)

(Tekle, Continued from page 12)

tiles, glass, ashes and many others. Municipal liquid waste is mainly domestic sewage,

including the discharge from toilets, wash-rooms, kitchens and similar areas in dwellings, institutions and commercial buildings.

#### a) Municipal solid wastes

The municipality of Awassa has a limited capacity for solid waste collection and disposal. This is due to, among other factors, the shortage of trucks, chronic vehicle maintenance problems, an inadequate number of waste containers (given the size of the town and its population), and the lack of access to roads, especially in poor and densely populated Kebeles. Daily refuse collection covers only about 40 % of the total waste generated. As a result, it is common to observe waste heaps scattered in all parts of the town. During the rainy season, storm water flows from all corners of the town towards Lake Awassa, carrying with it many pollutants from this improperly disposed of solid waste material.

#### b) Municipal liquid wastes (Sewage)

The available onsite sanitation system in Awassa town is composed of different kinds of dry-pit latrines. According to the Ministry of Water Resources (2001), approximately 103,171 residents have toilet facilities of various types. The remaining inhabitants, estimated at 10,956 live without any kind of sanitation services. The town has neither a sewage system nor liquid waste disposal services, and the solid waste site is also used as disposal site for liquid waste. As a result, every corner of the city seems a legally-accepted place to discharge human excreta (faeces and urine) and sullage (wastewater from sinks and baths). As most of the pit latrines in the town are not emptied when full, and the floors are made mostly of wooden boards, contaminants can easily migrate downward through the lacustrine sediments into groundwater aquifers.

**Urban runoff.** One of the major features of urbanization is construction of impervious layers that reduce infiltration and facilitate runoff. Urban runoff is not a source of pollution by itself if there is an efficient and effective waste management system. But when such a system is lacking, this runoff becomes a major source of waste contamination.



Solid waste disposal site in Awassa.

During the heavy rainy seasons from July to October, surface runoff from impervious surfaces of the town flow into Lake Awassa through ditches and drainage channels. However, the runoff coming from the town is not directly drained into the lake due to obstruction caused by 3.5 Km long dikes constructed along the eastern shore of the lake. As a result, stagnant pools of water form at the foot of the dike later join the lake through subsurface flow.

**Agricultural activities.** Crop production and animal husbandry have been carried out for a long period of time in rural parts of the study area. Most of the farming practices include the use of fertilizers, manure, insecticides and herbicides; animal manure is the principal means of supplementing plant nutrients in the soil. In addition, urea [ $\text{CO}(\text{NH}_2)_2$ ], Di Ammonium Phosphate [ $(\text{NH}_4)_2\text{HPO}_4$ ] and pesticides are the most widely used agrochemicals in the area. When either of these agrochemicals is applied to agricultural land, a portion of it usually leaches through the soil and joins subsurface water.

In addition to farming, animal rearing and fishing are the most widely practiced agricultural activities in the study area. According to SNNPR Agricultural Bureau, there are about 807,442 domestic animals in Awassa Zuria Woreda. It is obvious

that the waste from all these domestic animals have potential effects on the quality of water resources in the area. Fishing markets at Amora Gedel and Tikurwuha also produce large amounts of organic waste during the selling of fish and food preparation.

#### Suspected Pollution Sources

Other suspected pollution sources in the study area include sanitary structures, fuel tanks, and cemeteries. Minimal regulations have governed the building and operation of these possible sources and their impact needs to be further investigated.

#### Conclusion

In addition to the expected sources of pollution, the newly constructed referral hospital just a few meters from the shore of Lake Awassa and the future industrial zone located near Shallo Swamp have the potential to pollute the water resources if not regulated. Comprehensive soil, geological and hydrogeological investigations, together with water and soil sampling and testing programs, must be conducted to confirm or dispel the assumption that the new constructions have the potential to contribute to water pollution.

For a full copy of the report, please contact  
Leslie Correll at  
lcorrell@nature.berkeley.edu

## ELP Alumni News

## Featuring Pictures from each ELP Alumni Class!

## 2001

**Alexander Belyakov, ELP '01  
Ukraine**

I am spending my spring semester at the University of Amsterdam. In June, I was in Lueneburg, Germany conducting a presentation for the "First Lueneburg Workshop on Environmental and Sustainability Communication – The role of the media for human-environment interaction and sustainable development: Taking stock and moving forward". My topic is the following: Influence of Politics and Terrorism Issues on Environmental Communication about Chernobyl.

**Salil Devkota, ELP '01  
Nepal**

Greetings from Nepal. At present I am working for interbasin water transfer project in Nepal. The construction site is in remote village in Nepal and there is no internet facility. When I am in town, then only I have privilege to send email to friends. These days I am working in the field of environmental monitoring, conflict resolution. I am sure you are aware of the current political situation in Nepal. Please

feel free to write me if you are visiting Nepal or SEA region.

## 2002

**Victor Grande, ELP '02  
Peru**

Some months ago I moved to the IFC in the Technical Assistance Facility for Latin America and the Caribbean Region located in Lima - Peru. Specifically, within the Facility I work in the Enhancing Local Benefits Program which seeks to contribute to sustainable local economic development especially in poor neighborhoods by adding value to private sector investment, communities and local governments.

**Philip Kisoyan, ELP '02  
Kenya**

Currently, am based at Egerton University working with a project on invasive species. Best wishes to all ELP '02.

**Mari Linnapuomi, ELP '02  
Finland**

I am now in a new job in the Secretariat of the EU Council in Brussels where I will be working on civilian crisis management. I am really looking forward to it.

**Justin Ram, ELP '02  
Trinidad**

I am currently teaching environmental economics and development economics at the University of the West Indies in Trinidad and Tobago. I am also in-

involved in a few interesting projects in the Caribbean region including assessing the viability of markets for watershed services in the Caribbean, and Economic valuation of Caribbean coral reefs. There is so much to do in this part of the world; I can only hope I can make a positive contribution.

## 2003

(picture included on page 15)

**Edmundo Barrios, ELP '02  
Colombia**

Currently in Xalapa after an intense annual meeting of our Belowground Biodiversity-GEF project. I continue on the research for the development front with collaborative studies linking local and technical knowledge about soil quality/management as well as linking soil biodiversity and function with the provision of ecosystem services.

**Alison McKelvey Clayson, ELP '03  
France**

I'd like to send a big "thank you" on behalf of both Giselle (ELP 2004) and myself everyone who has replied to our requests for comments, suggestions and inputs to our Little Book on Sustainable Development! The book is now in the final stretch.

I have moved from the UN World Water Assessment Programme to the Education for All Global Monitoring Report. This annual report is prepared by an independent team charged since 2000 with responsibility for evaluating the world's progress towards meeting its EFA commitments, which includes 6 goals: Early childhood care and education, Universal Primary Education, Gender and equity, Literacy, Life skills, and Quality. The team includes policy analysts, researchers and a small communications unit, and receives funding from a handful of donor countries.

The 2006 Report, Literacy for Life, is on the website at [www.efareport.unesco.org](http://www.efareport.unesco.org) for all who might be interested; the 2007 report is on Early Childhood Care and Education, and goes to press this summer already. Please, any ELPers coming through Paris, let me know!

(Continued on page 15)

## ELP Alumni News

## Featuring Pictures from each ELP Alumni Class!

### Mutuso Dhlwayo, ELP '03 Zimbabwe

I am back home in Zimbabwe. I still work for the Zimbabwe Environmental Law Association. Will be in Bali, Indonesia from the 16th to the 25<sup>th</sup> of June attending the 11th biennial conference of the International Association for the Study of Common Property (IASCP). I saw Robin and Yang at the last conference in Oaxaca, Mexico.



### Susan Farquharson, ELP '03 Canada

I have just accepted an appointment as Chair of the Marine Resources Planning Committee by the Minister of Fisheries and Oceans Canada. In this paid role over the next 2-3 years I will lead a group of diverse members through a planning process, which requires extensive community engagement, and will develop the first marine resources plan for the Bay of Fundy. I will be assigned a Secretariat and a Technical team to assist with the long-term planning process. On a personal note, I am engaged to be married but have not yet set a date and my daughter has just completed her 3rd year at university and is working for the provincial government this summer. Best wishes to all!

### Patrick Karani, ELP '03 Kenya

I am still globe trotting and campaigning for reduction in GHG emissions. I wish I could fly without burning fuels. Best wishes to everyone and cheers.

### Kazim Niaz, ELP '03 Pakistan

I am presently working with the Asian Development Bank as Rural Development Specialist in Pakistan. I am working on secondment/deputation from the Government.

### Muthoni Ngotho, ELP '03 South Africa

Jambo! After confronting some 'health and family matata' last year, I am finally doing my last bit of data collection and writing up my thesis. I hope to finish this year. Many Happy Returns to You All.

### Asenaca Ravuvu, ELP '03 Fiji

I still work for UNDP Fiji still and Hakuna Matata still resonates!

### James Rubakisibo, ELP '03 Rwanda

I just returned from the Kagitumba border post where I met with Mr. Kasan-gaki Aventino (ELP '04), my collaborator on SGI project at the border. I am also returning to the Eastern province for a one week seminar, from there I hope to send you more updates about myself and my project.

### Nina Saalimaa, ELP '03 Finland

I have changed continent and since early 2005 I have been living in Lesotho. We moved here due to my husband's assignment, while I work as a consultant for UNDP Lesotho, currently formulating a GEF project on climate change adaptation in the water sector.

### Sushil Saigal, ELP '03 India

I am still at the University of Cambridge and will be completing my M.Phil later this year.

### Cidrupa (Didi) Sarkar, ELP '03 Philippines/Thailand

When you met me in 2003, I was still wearing an orange and white uniform at that time I was 3 years in the mission. Last year I have got a higher lesson in meditation according to our system now I'm wearing full orange and my

name is Didi Ananda Carushila'. I have a new preschool for low income families in Alabel, Sarangani province Philippines. And if you have time please have look at this project on the web: "Yogic treatment and natural remedies for holistic lifestyle." <http://www.changemakers.net/journal/300603/index1.cfm> Hope you have time for your spiritual practice. Please take care.

### Mark Smith, ELP '03 Canada

I left Australia at the end of 2004, then spent about a year being a stay-at-home Dad in Scotland. I was a policy advisor on climate change for the UK development NGO 'Practical Action' for 6 months. Six weeks ago I started as a 'Water Management Advisor' at IUCN in Switzerland. I am in the middle of a three month process of moving, but looking forward to getting the whole family settled there in July. I have managed to bump into our classmate Abou Bamba, who is based there with Ramsar, just once, in the parking lot, but will make sure we get together properly when I get my breath.

### Yolando Velasco, ELP '03 Philippines/Germany

I am still with the climate convention secretariat supporting the developing countries prepare their national communications. I am currently working with regional and sub-regional groups for possible technical assistance to them. First in line is the pacific islands, so I'll be getting in touch with Asenaca and others who are working with the islands. Hope to see you all sometime, somewhere.

### Tetra Yanuariadi, ELP '03 Indonesia

I was in Merida, Mexico, for ITTO Council session (ITTC-40) from May 29 to June 2. I am currently working on the ITTO/IUCN Guidelines on Conservation and Sustainable Use of Biodiversity in Production Forest Area with Sandeep from IUCN in Gland.

(Continued on page 16)

## ELP Alumni News

## Featuring Pictures from each ELP Alumni Class!

(Continued from page 15)

## 2004


**Marcelo Arantes, ELP '04  
Brazil**

I have been working on a project on Sustainable Tourism, called Creative Tourism. I am merging different activities on the territory I live and work - Santa Teresa - The most charming neighborhood in Rio de Janeiro. My tasks have been many and it also included interior design. Please visit our site: [www.relaisolar.com](http://www.relaisolar.com). I am looking forward to your comments. Please, spread the news and send us some clients. I am the marketing leader at the moment.

I have developed a number of interface/complimentary activities. Of course, I am not working alone; we have some young kids been trained to work as guides, capacity building on sustainability, the history of the district, tourism, entrepreneurship, etc. We have local workshops in the favelas (squatters) to develop products like souvenirs, branding, associating professional designers and poor communities. A lot of things... I have been teaching the police as well. It's been nice to inspire people (I made a presentation for 300 cadets the other day and remembered Palash a lot!).

I am quite happy in my personal life as well.

**Imran Habib, ELP '04  
Pakistan**

I am fine and enjoying my work in a mainstream economic ministry, but still keeping connected and involved actively on environment and the climate change issue. I was leading the task of program development for Pakistan Development Forum (PDF) in May 2006 - our flagship annual discourse on Pakistan's development issues, challenges, aspirations, and expectations with Pakistan's development partners. Given my background, interest and the ELP program, I was able to push for and include a full session on "Environmental Sustainability" in the agenda, which was the first full stand-alone session on environment in the history of PDF. The session particularly highlighted the climate change issue among other things. If you get time, please do visit PDF website at: <http://www.pakistan.gov.pk/PDF/index.jsp>

The other main issue I am working on and pushing these days is the issue of "Aid Effectiveness". In this connection, I am working on operationalization of Paris Declaration on Aid Effectiveness in Pakistan. I hope to engage with ELP colleagues about their experiences in this connection.

**Gia Ibay, ELP '04  
Philippines**

I'm now the Program Manager of KLIMA and the Climate Change Assistance Program of the Manila Observatory and have more responsibilities now at work. Plus I start teaching Environmental Law and Policy for the Master in Environmental Management Program this coming semester at the Ateneo de Manila University. The program is being offered by Ateneo in partnership with the University of San Francisco, USA. I'm quite excited and scared at the same time since it'll be my first time to teach at this level. Any tips from those teachers among us?

Lastly, other updates that I know of:  
(1) An is expecting a baby at the begin-

ning of August.

(2) Nani got married last January to her Malaysian fiancée. Very unique wedding from what I heard!

(3) Lisa is now with UNDP Kabul as Programme Specialist to provide advisory oversight to the Sustainable Livelihood Unit of UNDP Afghanistan.

(4) Nelia has moved on/is moving on to new work and will be based again in the Visayas region of the Philippines.

We might have another ELP Reunion for the Philippines since Lando Velasco, ELP 2003, is coming home this June.

**Aventino Kasangaki, ELP '04  
Uganda**

I am still struggling with my dissertation write up! I recently published a paper entitled, *Links between anthropogenic perturbations and benthic macroinvertebrate assemblages in Afromontane Forest Streams in Uganda* (2006). In June, I will be attending a GIS training at Redlands, California from where I will move to Santa Jose to attend the Society for Conservation Biology annual meeting (24-29th June) where I will present a poster on the Limnology of high altitude rain forest streams. After the meeting I will have a chance to visit Vince at Berkeley to review my SGI project. In May, I worked with James Rubakisibo (ELP '03) on his SGI project in Rwanda. I trained the group in Watershed Management and Soil and water conservation techniques.

**Nelia Lagura, ELP '04  
Philippines**

I am still with Tanggol Kalikasan (Defense of Nature) and am still based in Luzon. Our advocacy through litigations, publications and trainings is really going very well. The openness and initiatives of our partner local government units have been very helpful. Had it not been for their cooperation, my job would have been very difficult. Now, since they are very eager, I am very busy going to court, giving trainings and legal clinics, and drafting environmental ordinances. One mayor asked me to assist them in the drafting of their tourism Code and so I could really get some tips from Marcelo.

Well, I tendered my resignation which sup-  
(Continued on page 17)

## ELP Alumni News

## Featuring Pictures from each ELP Alumni Class!

posedly would take effect tomorrow. However, our executive director asked/ begged/tricked me into staying. He made such a persuasive speech that I decided to stay for another six months. I really like Tanggol Kalikasan and the people we work with are very inspiring but I really miss home and so I will have to move again but will definitely be doing environment work along with the mainstream lawyer's job in the Visayas where my heart always will be.

### Ross Hagan, ELP '04 Jordan

I have moved from Egypt to Jordan, like moving across the street – to the dryer side. The work load has increased as we have 25 ongoing activities covering the water cycle, from watershed management to use of treated wastewater in industry and agriculture.

I will briefly mention three of the most interesting activities. We have a donor group working on groundwater policy and management; trying to convince officials their aquifers are being depleted faster than they wish to plan for. They are ignoring the problem and their action planning horizon will lead to little remaining drinkable water.

We are also trying to value all water— fresh groundwater, surface water, treated wastewater, rainfall, and brackish. Value considers such esoteric issues as virtual water, worth to future generations, environmental considerations, cultural/social value, etc. A big problem here is the tendency, I suspect it is worldwide, to bring ability to pay into the process. I would like input if anyone has any thoughts.

Another interesting task is the Corporatization of the Amman water system. Amman serves 2+ million people and we are setting up a limited liability company to operate, maintain, and improve the system. This is a government owned corporation operating under private enterprise rules/freedom. We are hoping we can improve service without the problems that come with full privatization and a profit motive. The new company should be up and running early in the New Year.

### Ubi Sam, ELP '04 Nigeria

I am still in charge of a wild life sanctuary of about 120sq.km in the located in southern Nigeria of West Africa. I supervise and give task to anti poaching patrol teams, education awareness and small scale community development grants. Currently, I am involved in a feasibility study that should lead to the habituation of the most endangered sub species of gorillas called the Cross River gorilla for visitor' viewing. It entirely an integration of business development with biodiversity conservation.

### Keti Samadashvili, ELP '04 Georgia

I lead very busy life, traveling a lot through Caucasus region and Europe. I would like to be in touch more, but I don't succeed. I guess that Gia is busy too. She is person connecting our class. Thank you Gia for that, maybe you will manage it further too.

In March I had one week mission in Hague. I managed to go to Amsterdam for sightseeing accompanied by my colleague from VROM. In my opinion it's a very exotic place in Europe. I really enjoyed walking through small streets between canals. In a whole I spent two days in Amsterdam.

My greetings to everyone, I wish you lucky and happy life. Missing all of you.

### Pieter Terpstra, ELP '04 Amsterdam

After finalizing my training at the Ministry of Foreign Affairs I am now responsible for policy development in the field of anti-corruption and public finance management. It is very interesting but I miss working on environmental issues. There are possibilities to work on environmental issues after a couple of years (first have to finalize this assignment) however, I don't know whether I can wait that long.

If anyone is / was involved in fighting corruption in the environment/forestry/ water sector please let me know. One of my activities is to develop guidelines for our staff on how to integrate anti-

corruption measures in projects. We would have to find a balance between reaching the (development) goals of projects and programmes and ensuring that funding is not lost through corruption. The focus should of course be on the results, however some members of our Parliament think differently. This makes my work exiting but sometimes frustrating because the subject is mainly used to batter our Minister (for example in Kenya were not allowed to give any government to government support because our Parliament feels it is too corrupt).

## 2005



### Francis Magbanua, ELP '05 Philippines

I am still with the PATH Foundation Philippines and working in Population-Environment project, the Integrated Population and Coastal Resource Management (IPOPCORM) Initiative. Still fresh from the recently concluded Second National Conference of Population, Health and Environment (PHE) in Cebu City last March 2006, I am currently involved in organizing another equally significant forum with the theme Confronting the Interrelated Problems of Poverty, Growth and the Overfishing: "The Way Forward for the Philippines" The forum will happen in Manila on June 14 and 15, 2006 and will include the participation of several Philippine national government agencies, local government units, policymakers, representatives of local NGOs and international donor organizations, and other stakeholders and stewards of the Philippine coastal environment. In fact, three Filipino future alums for the

(Continued on page 18)

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Check out our website:  
[http://nature.berkeley.edu/  
BeahrsELP/](http://nature.berkeley.edu/BeahrsELP/)

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 ELP is an interdisciplinary summer certificate course in Sustainable Environmental Management. Participate 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 ELP Alumni Network, with an active website, THIS newsletter, and various exchange opportunities.



**SANREM CRSP**  
Sustainable Agriculture and Natural Resource Management  
Collaborative Research Support Program

Beahrs ELP co-director, Dr. Robin Marsh, joins the SANREM III team as Theme Coordinator for Socio-Economic Assessment, 2006-2009. The project: *Agroforestry and Sustainable Vegetable Production in Southeast Asian Watersheds*, has field sites in Indonesia, Vietnam and Philippines. The project will be working with technical teams and small women and men farmers to develop six types of technologies: vegetable/agroforestry synergies, improved indigenous vegetables, drip irrigation, integrated pest management, and no-till cultivation. Robin will be leading a research process to assess adoption levels and impacts of adoption on income levels and variability, family nutrition, and environmental health.

ELP alums Vicky Espaldon and Agnes Rola are research partners (ELP '01, Philippines). Robin Marsh will be traveling to the region in September 2006, and again in 2007 and 2009. She hopes to see many SE Asian alums during these travels. If you want to know more about the SANREM (USAID-funded) project, please write to Robin Marsh.

*(Alumni Updates, Continued from page 17)*

Beahrs ELP 2006 who are actively working in mainstreaming the Population-Health-Environment approaches both at the national and local levels will participate to this forum. All the best for the ELP Batch 2006!

**Karin Svadlenak-Gomez, ELP '05  
Austria**

I'm now a full-time student in a distance learning program at Imperial College, University of London towards an MSc in Biodiversity Conservation and Management. This keeps me pretty busy, but I'm also doing volunteer work on a part-time basis for a small environmental NGO in New York City called WildMetro. This summer we are going to be doing a small mammal study in a nature preserve near my residence, and I'll get to participate! I'm also occasionally going out on biodiversity surveys with the Westchester County Parks Department, which is great fun and where I'm getting a bit of "field experience".

In addition, at the moment I am a research assistant on educational materials for eco-agriculture planning for Sara Scherr of Eco-agriculture Partners, whom you may all remember from the summer course. It's a topic I got very interested in and may do more work on later too.

Oh, and this summer my family and I are going on a camping trip to Colorado and Utah to explore some of its beautiful na-

tional parks.

**Wanyoike Wamiti, ELP '05  
Kenya**

I have continued to remain an affiliate to Department of Ornithology at the National Museums of Kenya. There have been many field projects for me e.g. most recent a nationwide surveillance of Avian Influenza. Last December, I received a small amount of funding from Hawk Mountain Sanctuary in PA, USA for an avifaunal research project at Ol Donyo Sabache (also called Mt. Ololokwe) in northern Kenya.

The Museum has also recently appointed me on a fellowship in the position of a Research Scientist assisting with the coordination of African Waterbird Census among other duties.

**Yan Zhaoli, ELP '05  
China**

I'm still working with ICIMOD, which is headquartered in Nepal, but with enhanced capability and improved work relations ever since my ELP training last summer.

**Staff**

**Kyra Naumoff Shields**

I was just in Sri Lanka, having finished working as a trainer in a WHO/US EPA sponsored workshop on monitoring household energy projects.