



RICHARD AND RHODA
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UNIVERSITY OF CALIFORNIA, BERKELEY

PP200: Introduction to Policy Analysis Project Menu
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Project #1: Changing the San Francisco Restaurant Meals Program (RMP) to Meet CalFresh’s Goal of Supporting Nutritional Security for Eligible San Francisco Residents

Short Title: Restaurant Meals Program

Client: CalFresh Food Stamps Subcommittee

Project Description & Goals

Many of the elderly, disabled and homeless San Francisco residents entitled to CalFresh benefits are unable to prepare meals. Through the CalFresh Restaurant Meals Program (“RMP”), these individuals may purchase meals at participating San Francisco restaurants and farmer’s markets. Currently there is not much diversity in the types of cuisine and nutritional value of the meals offered by the restaurants participating in the RMP. Of the 50 restaurants currently participating in the program, one-half are “chains” (Kentucky Fried Chicken, Burger King, Subway, etc). Many neighborhoods in San Francisco rich in Restaurant Meal eligible CalFresh recipients have no or few restaurants participating in the program. Outreach efforts to secure additional restaurants have not been substantial. Some restaurants that were approached declined to participate on the basis of “too much paperwork” or “questions too invasive” or lack of legal formality in the existing business set-up. Further, there are seniors eligible for CalFresh-RMP benefits who have not applied, perhaps in part because they do not see the benefit of having the resource if meal preparation is not an option for them and RMP sites are not convenient or enticing.

The IPA group should produce policy recommendations on how to improve nutrition for seniors and people who are disabled, as well grow the local economy through increased local spending in restaurants. These recommendations will inform the subcommittee to the Food Security Task Force, which is charged with recommending to the Board of Supervisors city-wide strategies to increase participation in the CalFresh program. Recommendations should include guidance on the following:

- How can we increase program take-up by eligible senior, disabled or homeless individuals?
- Which local restaurants should be targeted for expansion of the RMP program?
- How can we entice those restaurant owners to participate in the program?

Client Information:

The San Francisco Food Security Task Force was established in 2005 by the San Francisco Board of Supervisors and charged with the responsibility of creating a city-wide plan for addressing food security. The group tracks vital data regarding hunger and food security in San Francisco, including the utilization and demand for federal food programs, community based organizations’ meal programs and programs targeting particular populations. Members of the Food Security CalFresh Access Subcommittee include the following: San Francisco Human Services Agency, CalFresh Program, Leo O’Farrell; Meals on Wheels, Anne Quintance; St. Anthony’s, Gail Priestley; and Episcopal Community Services of San Francisco, Karen Gruneisen.

The FSTF educates the public about city budgets and the role of food security in public health and community development. Current members of the FSTF include community based organizations and government agencies addressing hunger in San Francisco.

(See <http://www.sfdph.org/dph/files/mtgsGrps/default.asp#foodsecurity> for more information.)

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Primary Policy Area: Food and Nutrition policy

Secondary Policy Area: Poverty

Project #2: Identifying Best Practices in Waste Management Policy in the Bay Area and Central Valley

Short Title: Waste Management

Client: California Clean Energy Fund (Cal CEF)

Project Description & Goals

Much of the environmental movement and clean tech business community's sustained and systematic advocacy efforts have been focused on the federal government, state governments and major cities¹. Smaller cities and counties have often been overlooked. Yet these local governments often have primary jurisdiction over policy areas that are critically important to creating sustainable communities. We are therefore exploring the ability and the potential impact of the clean tech and environmental community to advocate, at scale, for a standardized suite of emissions reduction policies across large numbers of cities, counties, and other local governments.

This project will focus on waste management policy, a subset of local environmental policies. Implementing best practices in waste management, and potentially the conversion of waste to energy, has the potential to reduce greenhouse gas emissions, eliminate wasteful government spending, grow the clean economy, and create valuable green collar jobs in a local community. Given time constraints, the IPA team should also geographically narrow this project to a representative sample of local governments with the Bay Area and Central Valley regions. The team will then conduct a policy analysis and produce policy recommendations that we can use to guide our local government advocacy efforts. The methods used to produce these recommendations should be replicable within other regions in California. SPUR's "Critical Cooling" report could be used as an initial guide for the type of report we would look for you to write. http://www.spur.org/publications/library/report/critical_cooling

Client Information:

The California Clean Energy Fund's mission is to create institutions and investment vehicles that accelerate the adoption of clean energy technologies. CalCEF is an independent umbrella organization that pursues its goals at the state and national levels via two affiliated entities, each governed by separate boards of directors comprised of leading policy makers, scientists, entrepreneurs, and financial professionals. We design solutions — financial vehicles, business models, and public policies — that rapidly advance clean energy adoption, and focus on implementation to cure gaps and barriers in specific market segments. CalCEF Innovations, a 501(c)(3), is our analysis and product development shop. CalCEF Ventures executes and scales our investment strategy via an evergreen fund-of-funds model. It operates as a 501(c)(4) but makes for-profit investments in the public interest, partnering with established and emerging investment managers.

¹ Significant cities in this context are cities that either have large populations (eg Los Angeles) or have an active political community (eg San Francisco)

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Primary Policy Area: Energy and Environment

Project #3: U.S. EPA Measurement of Aggregate Total Effects of Green House Gas (GHG) Mitigation Policies

Short Title: Effects of GHG Emissions

Client: U.S. EPA, Climate Change Division

Project Description & Goals

The IPA team will produce an effectiveness analysis, including measures and estimates of aggregate impacts, of US greenhouse gas mitigation policies.

Parties to the United Nations Framework Convention on Climate Change (UNFCCC) periodically report on their greenhouse gas (GHG) emissions, policies and measures, long-term projections, and other information related to their efforts to combat climate change. For the U.S., the latest example is the fifth U.S. Climate Action Report, available here: goo.gl/Ey0Hv. Climate Action Reports are the responsibility of the State Department, but the U.S. EPA plays a lead role in developing several chapters, including chapter 5 which covers GHG emissions projections.

One part of the requirement to present projections of GHG emissions is to present the aggregate total effects of already implemented policies and measures. This can be calculated in a “top-down” way (such as comparing a projection of emissions “with policies” compared to a projection scenario “without policies”) or a “bottom-up” way (such as adding up the individual effects of policies). In the past, the U.S. has not always presented information on the total effect of policies and measures or has presented relatively approximate high-level information without extensive detail on methodology. The U.S. would benefit from recommendations for how it should measure and present the total effect of policies and measures in the future. The next U.S. Climate Action Report will be submitted to the UNFCCC on January 1, 2014, and will be prepared during the summer of 2013.

Client Information:

The Climate Change Division (CCD) in the U.S. EPA’s Office of Air and Radiation works to assess and address global climate change and the associated risks to human health and the environment. CCD plays a key role in United States and international efforts to address climate change by:

- Implementing successful voluntary programs to reduce non-carbon dioxide (CO₂) emissions,
- Analyzing rigorously CO₂ and non-CO₂ greenhouse gas (GHG) emissions and economically efficient reduction, sequestration, and adaptation options,
- Communicating climate analyses and strategies to policy-makers, experts and U.S. climate negotiators,
- Building effective international capacity to analyze and reduce GHG emissions and associated air pollution, and
- Educating the public on climate change.

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Primary Policy Area: Energy and Environment

Project #5: Civil Rights Implications of Bay Area Charter Schools

Short Title: Charter School Civil Rights

Client: Lawyers' Committee on Civil Rights of the SF Bay Area

Project Description & Goals

Charter schools have re-shaped the landscape of public education across the country. Supporters argue that charter schools create choice and opportunities for innovative teaching. Opponents argue that charter schools siphon money away from other public schools while leaving behind students with the most needs—students with disabilities and English Language Learners. As school districts across the state struggle with low performance and shrinking budgets, charter schools have become an alternative for many families. According to the California Charter School Association, approximately 484,000 students are enrolled in over 1000 charter schools in California.

As more students attend charter schools, including low-income students of color, crucial questions arise about the impact of charter schools on education equity throughout the state. Understanding the civil rights implications of charter schools is essential to ensuring our public education system as whole provides all students with a quality education. In 2010, the Civil Rights Project at the University of California, Los Angeles (CRP) began to explore this very question. In particular, the CRP found “troubling patterns of [racial] segregation” throughout our nation’s charter schools. When compared to public schools, students of color in charter schools were more likely to be racially isolated. In some cases, charter schools increased patterns of white segregation. While the CRP report provides valuable nation-wide data, a much more in-depth analysis is needed to help us understand the impact of charter schools on communities in the Bay Area.

The Lawyers' Committee for Civil Rights of the San Francisco Bay Area (LCCR) would like the IPA team to explore the civil rights implications of charter schools in the Bay Area. In particular, we ask the IPA team to conduct an equity analysis that addresses the following concerns:

- Have charter schools contributed to the re-segregation of many local Bay Area school districts? If so, how?
- How do the student demographics (e.g. race/ethnicity, English Language Learners, free or reduced lunch) of charter schools compare to other public schools within the district?
- To what extent do geography and neighborhood contribute to the enrollment patterns at charter schools?
- Do racial isolation patterns differ between charter schools in urban school districts and charter schools in suburban school districts?
- How, if at all, are charter schools implementing regulations to ensure diversity?
- Other civil rights implications or disparities

LCCR would also like the IPA team to offer recommendations for state-wide legislation and/or district-level policies to address disparities and/or civil rights concerns identified through the research. Understanding that there are many school districts in the Bay Area, LCCR will work with the IPA team to identify a manageable number of school districts for focus and comparison.

Client Information:

Combining direct legal services, policy advocacy, and impact litigation strategies, the Lawyers' Committee for Civil Rights of the San Francisco Bay Area (Lawyers' Committee) advances the rights of immigrants, refugees, and communities of color, with a specific focus on low-income communities and a long-standing commitment to African Americans. The Lawyers' Committee provides leadership and expertise in identifying legal issues and cases that are critical to the advancement of minority and immigrant communities, and we marshal the resources of the private bar to help effect structural change.

Lawyers' Committee's educational equity work looks at issues in education that are impacting low-income students of color throughout the Bay Area and state. We assist community based organizations, parents, and students in leveraging the law to identify and create community-based solutions for issues in our schools.

Among the issues we address are:

- Discipline
- Discrimination
- Harassment
- Educational equity within districts
- School desegregation and district student assignment plans

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Primary Policy Area: Civil Rights/Legal Issues

Secondary Policy Area: Education

Project #6: Comparative Analysis of Financing Options for In-Home Measures to Prevent Asthma and Lead Poisoning

Short Title: Financing Options for Asthma and Lead Poisoning Prevention

Client: Alameda County Lead Poisoning Prevention Program

Project Description & Goals

The Alameda County Lead Poisoning Prevention Program (ACLPPP) is considering partnering with local health care providers to administer in-home treatments aimed at preventing asthma-related emergencies or childhood lead poisoning. The program administered by ACLPPP would be comprised of either in-home preventive interventions related to asthma, intended to change the home air quality environment and prevent asthma-related emergencies, or a program based on lead poisoning prevention.

The project involves researching social impact bonds (also known as pay-for-success bonds, under the White House Initiative) in addition to other financing mechanisms which may include funding from the beneficiaries of decreased health care costs such as Medi-Cal and insurance companies, state or local government funds, or grant funding from philanthropic sources. The project team would perform a comparative analysis of financial structures including pay-for-success models that could be used to finance in-home preventive measures administered by ACLPPP. The sources for this research would consist of scholarly articles, discussions with ACLPPP staff, and conversations with community organizations and those who will benefit financially from the cost savings that effective prevention treatments provide.

Important questions to consider include:

- What are the benefits and costs to using various financing mechanisms for prevention programs? What is their relative feasibility for implementation in Alameda County?
- Which, if any, of the financial stakeholders (those who benefit from decreased health care costs) in Alameda County are likely to contribute toward a social impact bond, or invest in a preventive in-home treatment program?
- Could a social impact bond be implemented, using only philanthropic investors? Using only investments by the financial stakeholders? If not, what rates of return and timeframe for repayment are acceptable to “traditional” investors?

After conducting research on financing mechanisms, the IPA team would assess the feasibility of each funding option for the ACLPPP’s proposed implementation plan, which may include discussions with community medical service providers, local government officials, and representatives of private insurance companies. The IPA team will be asked to write a summary of their findings and explain their methodology of comparative analysis. The project will culminate in a presentation to the ACLPPP’s management team, including a recommendation for one or more funding mechanisms to pursue.

The key objective of pursuing a social impact bond or alternate funding mechanism is to enable ACLPPP and its community partners to implement prevention measures proven to lower health care costs in homes in Alameda County, resulting in decreased medical expenses and increased community health.

Client Information:

The Alameda County Lead Poisoning Prevention Department (ACLPPP) has become a national leader in childhood lead poisoning prevention and healthy homes programs, combining health, environmental and residential hazard reduction services under one umbrella.

The Alameda County Lead Poisoning Prevention Program's unique multidisciplinary approach serves the community in order to eliminate environmental lead contamination, prevent childhood lead poisoning and improve health outcomes by addressing housing problems. The Program provides case management of lead poisoned children, community outreach and education, training, lead hazard reduction services, healthy homes interventions, and consultations. The ACLPPP is a department of the Community Development Agency of Alameda County government.

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Primary Policy Area: Healthcare Financing

Secondary Policy Area: Child and Family Policy

Project #9: Best Practices for Implementing STEM Education Standards

Short Title: STEM Education

Client: S.D. Bechtel Jr. Foundation

Project Description & Goals

California adopted the Common Core State Standards (CCSS) in English Language Arts and Mathematics in 2010, and is poised to adopt the Next Generation Science Standards (NGSS) in 2013. The Bechtel Foundation believes that these new standards can play a critical role in advancing STEM teaching and learning in the state. However, the adoption of the standards does not ensure that they will be implemented fully and with fidelity. For the standards to be implemented well, current teachers must be trained in the content and methods required. Pre-service teachers will need to engage in different types of activities during their training than what now takes place. Schools, districts, and teacher preparation programs will need to develop systems and supports for helping teachers to continuously improve their practice.

There are several obstacles to the retraining of teachers, and more generally, to implementing the new standards in California. First, the state and districts are strapped for the resources to conduct teacher professional development (PD) activities that are needed. Second, it remains to be determined whether the state will accept the high-quality assessments that are being developed by the Smarter Balanced Assessment Consortium (SBAC) to accompany the CCSS. Third, the statewide systems that might be able to help with the implementation of the new standards—namely the County Offices of Education (COEs), and the California Department of Education (CDE)—have varying levels of capacity. Years of budget cuts have weakened these systems, and the COEs, and school district offices, are also decentralized and lack communication channels to discuss models or strategies that might be shared across the entire system. Similarly, the institutions of higher education (IHEs) that train teachers statewide are decentralized; even within the California State University (CSU) system, which trains roughly 50% of the state’s teachers, teacher programs vary considerably between campuses.

Lastly, California has not received a waiver from the federal No Child Left Behind Act, as have numerous other states, which would grant it greater flexibility in the spending of federal dollars and relieve it from some of the more onerous accountability requirements included in that law. The state also has not received any federal Race to the Top (RTTT) funds, which might be used to assist with standards implementation.

The IPA team will conduct a best practices analysis of the implementation of the new standards in math and ELA, as well as preparation for implementing the new standards in science, based on exemplar states and districts (such as New York and Tennessee). In the process of conducting this best practices analysis, the team should determine what policies have been adopted to assist with standards implementation in other states, how other states building the capacity of their systems (Departments of Ed, etc), and how these states and districts preparing to deliver PD to teachers. The final product will include practice and implementation recommends, which will require an

understanding of what has occurred in the state to-date and the likelihood of different types of reforms being adopted moving forward. Recommendations will be used to inform the STEM Program’s policy and advocacy grant-making strategy.

Note, to narrow the scope of the project, we envision working with the team of students to focus on a particular aspect of standards implementation, such as teacher PD, district capacity, the reform of teacher preparation programs in IHEs, etc. Here’s a link to an article about what other states are doing to prepare: goo.gl/c0bYA

Client Information:

The S. D. Bechtel, Jr. Foundation and the Stephen Bechtel Fund (the “Foundations”) support selected non-profit organizations and initiatives that seek to address critical challenges to the economic health and well-being of California and the United States. The primary geographic focus is California, where the Foundations can work closely with grantees whose missions and work can serve as models to be replicated in other states.

The largest proportion of the Foundation’s grant-making occurs in the Science, Technology, Engineering, and Math (STEM) Education program. The STEM Education program seeks to 1) equip all Californians with the STEM skills needed for making informed decisions in their daily lives, and 2) produce more STEM professionals who can advance the state's economy. Grant-making specifically focuses on increasing opportunities for STEM learning both in and out-of-school in the early grades, developing K-8 educator capacity in STEM subjects, and scaling and sustaining the high-quality models that the Foundation supports.

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Primary Policy Area: Education

Secondary Policy Area: Science and Technology

Project #11: Eliminating Bail for Pre-Trial Release in San Francisco

Short Title: Bail in San Francisco

Client: SF Adult Probation, Reentry Division

Project Description & Goals

One of the largest cost drivers of San Francisco's criminal justice system is pre-trial incarceration. Approximately 80 percent of those in the County's jails at any given time are individuals awaiting trial and not yet convicted of a crime. While some individuals avoid pre-trial incarceration by posting bail, many do not. Bail amounts are determined through a bail schedule according to the commitment offense and, as would be expected, those with higher bail amounts are less likely to be released on bail pre-trial.

The San Francisco Reentry Council would like an IPA team to conduct an analysis of the County's status quo bail policy relative to alternative policy options that would address the goals of reducing pre-trial flight and maintaining public safety. The team may consider possible reforms to the bail schedule, as well as policies that would replace bail. The team should ultimately make a recommendation regarding whether the County should alter or replace current bail practices for pre-trial release. In particular, the San Francisco Reentry Council would like the IPA team to focus on the equity and effectiveness of the current bail schedule relative to alternatives. For example, does the current bail schedule have a disproportionate impact on lower-income individuals by setting bail amounts according to the commitment offense? Is the commitment offense the best indicator of an individual's likelihood of appearing for a court date or of his/her potential threat to public safety?

Client Information:

The San Francisco Adult Probation Department (SFAPD) is responsible for the supervision of approximately 6,000 men and women in the community. The Department's mission of protecting the community, serving justice and changing lives is achieved through the implementation of evidence based practices; these are practices rooted in science, proven to be effective in reducing recidivism and improving public safety.

SFAPD is leading the County's implementation of the Public Safety Realignment Act of 2011 (AB109), which transferred responsibility for most individuals convicted of lower-level felony charges from the State to counties.

Overview of the Reentry Division: The Reentry Division directs collaborative efforts to promote policy, operational practices, and supportive services to effectively implement Public Safety Realignment, coordinate reentry services for returning adults, and engage diverse stakeholders in Citywide planning. The Reentry Division is responsible for ensuring that Public Safety Realignment services are implemented effectively in partnership with all affected departments, organizations, and communities. The Reentry Division provides lead staff for the City & County's Reentry Council, as well as the Community Corrections Partnership and its Executive Committee. The Reentry Division

is responsible for coordinating the Department and Citywide efforts to reduce recidivism through the utilization of evidence-based practices and implementation of partnerships across departments, organizations, and communities.

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Primary Policy Area: Criminal Justice

Secondary Policy Area: Poverty

Project #12: Biennial Budgeting Best Practices for the City of Berkeley

Short Title: Biennial Budgeting in Berkeley

Client: Berkeley City Auditor

Project Description & Goals

The City of Berkeley is faced with the challenge of diminishing resources and increased expectation for services. Past City Managers have addressed this challenge by imposing a set percentage of budget reductions at the beginning of each budget cycle. The City Manager then asks each department to submit a budget that reduces the prior year's General Fund spending by that percentage, which has ranged from 2% to 5% in recent years. This "across the board" budget cutting is not considered a best practice, though it is a very common practice. The City Auditor's office is particularly concerned that public pressure to save direct services and to cut "administrative functions" can result in increasing the risk of fraud and even of mission failure.

Some cities have used an alternative budgeting strategy referred to as "budgeting for outcomes" or "budgeting for results". This alternative often involves developing a process to determine the community's and the City Council's service priorities, and developing a strategic plan and a robust performance measurement system. The cities then decide what services they can afford to offer and what assets they can afford to maintain, and build the administrative and oversight functions around the programmatic goals.

According to the October issues of *Governing Magazine* and *Government Finance Review*, there have been both successes and failures in moving to budgeting that is built around the cost of services and measuring performance. Community buy-in, legislative vision and support, and the sheer work of implementing a system could be more than Berkeley is ready to take on in a time of diminishing resources.

The Berkeley City Auditor's Office would like the IPA team to conduct a best practice analysis (BPA) of objective- and performance-based budgeting practices. Based on the BPA, we would like the team to provide recommends for the most appropriate practice for the city of Berkeley, along with a plan for implementing that practice.

Client Information:

The City Auditor's Office mission is to be a catalyst for improving the efficiency, effectiveness, and equity of City service delivery. Under the leadership of the elected City Auditor, the office provides independent oversight of City operations. Our performance audits, conducted in accordance with Government Auditing Standards, provide the City Manager, City Council, and the public with objective, timely, and accurate information about City program performance. By providing this information and making recommendations for improvement, we help hold government accountable in its stewardship of public resources. Council action on recommendations from our "Failing Streets: Time to Change Direction" audit resulted in the successful passage of a bond measure for

streets funding this November. Our “Employee Benefits: Tough Decisions Ahead” report resulted in increased transparency of budgetary and labor negotiation information, policies and practices. Visit our website: [City of Berkeley Auditor's Office](#)

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Primary Policy Area: Financial Regulation

Secondary Policy Area: Local Government

Project #14: The Implications of Anti-Bullying Legislation on the School to Prison Pipeline

Short Title: Bullying and the School to Prison Pipeline

Client: National Council on Crime and Delinquency (NCCD)

Project Description & Goals

Because of the serious consequences associated with bullying, as well as the national attention garnered by media coverage of bullying-related suicides and shootings, states are requiring school districts to develop and implement anti-bullying policies. A report on bullying and state policies by the U.S. Department of Education² found that seven of the forty-six states with anti-bullying policies require the involvement of the juvenile and/or criminal justice system. The most concerning of these legislations comes from Missouri. In Missouri schools involve law enforcement in cases where bullying *potentially* violates criminal law. Without the proper training, programming, support, and resources, school officials may not be able to distinguish what behaviors violate criminal law. Consequently, they may reinforce the school-to-prison pipeline by involving law enforcement in what may have once only been school disciplinary issue.

In order to ensure the wellbeing of students in states that are in the process of developing and implementing school-based anti-bullying policies, NCCD would like the IPA team to conduct a best practices analysis of approaches to school and then analyze these best practices to produce policy recommendations for school districts in the process of implementing anti-bullying policies. In the course of this policy analysis, the team should synthesize the key components and potential implications associated with existing school-based anti-bullying policies. NCCD is particularly interested in an analysis that factors in gender, sexuality, race/ethnicity, and the school-to-prison pipeline.

NCCD will publish and disseminate the IPA team's paper. It will also utilize the policy recommendations to inform current and future projects on bullying, gender, sexuality, and schools.

Client Information:

NCCD promotes just and equitable social systems for individuals, families, and communities through research, public policy, and practice.

² U.S. Department of Education. (2011). Analysis of State Bullying Laws and Policies. Retrieved from <http://www2.ed.gov/rschstat/eval/bullying/state-bullying-laws/state-bullying-laws.pdf>

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Primary Policy Area: Criminal Justice

Secondary Policy Area: Education

Project #15: Best Practices for E-learning and Teacher Training in Tanzania

Short Title: E-learning and Teacher Training in Tanzania

Client: Asante Africa

Project Description & Goals

Asante Africa Foundation views internet- and technology-based educational content as playing a growing role in teacher training. Asante Africa is in the process of completing a project with Khan Academy of translating 1,000 core math and science videos from English into Swahili and would like to deepen the dialogue with various in-country partners on the role of information technologies for learning and teacher training. However, first we would like to know if successful e-learning models applied to teacher training in other developing countries could be adapted to the rural, resource-poor Tanzanian context.

We believe that teacher training through e-learning could enable rural education districts in Tanzania an important means of implementing national education strategies to improve educational quality at the primary and secondary levels. In-country teacher training colleges are eager to enter this field but they too require more information on successful models and strategies for implementation. Because work in this area is in the infancy stages in East Africa, such a study is a critical first step in informing Asante Africa and its partners' strategy for local-level implementation, which could potentially serve as a model to scale more broadly.

The IPA team should conduct a best practices analysis of e-learning models, analyze the appropriateness of these successful models in the Tanzanian context, recommend a model for Asante Africa to adopt and propose and implementation strategy, including identifying challenges and potential partners, if applicable.

Client Information:

Asante Africa Foundation's mission is to increase access to education and improve the quality of learning for children in East Africa. From poverty alleviation and political participation to gender issues and food security, the role of education in developing countries is crucial. Many critical issues inhibiting economic growth in developing nations are addressed by education. Education empowers children to make informed decisions, reduce their families' struggle, facilitate self-sustaining communities and turn dreams into reality. Children living in extreme rural poverty lag behind their urban counterparts in access to education and the chance to pursue improved life opportunities. Since 2006, Asante Africa's programs have provided a comprehensive response, helping disadvantaged children gain a solid education. In partnership with teaching institutions, communities, students and their families, our approach creates safe and healthy learning environments, enhances and strengthens teaching quality and provides merit-based scholarships to disadvantaged children. At present, Asante Africa sponsors over 150 student scholars in primary and secondary school and collaborates with 22 villages and 41 schools to directly impact 480 teachers and 23,000 children in Tanzania and Kenya.

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Asante Africa Board of Directors

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Primary Policy Area: Technology, Communications, Internet

Secondary Policy Area: Education

Project #16: Strategies for Providing Sustainable Healthcare in Oakland Schools Despite High Turnover Among School Nurses

Short Title: Retaining School Nurses in Oakland

Client: OUSD Health Services

Project Description & Goals

OUSD's students suffer disproportionately from a number of chronic health conditions including asthma, diabetes, epilepsy, and cystic fibrosis. School nurses are ideally situated to promote health and help support academic achievement through collaboration with primary care providers, contacts with the Alameda public health department, provision of health education, and response to illness or injury.

The goal of Health Services is to determine the most sustainable nursing services delivery systems and strategy to ensure comprehensive, holistic and equitable care to OUSD students. Since 2009-10, OUSD/Health Services has invested heavily in hiring school nurses from the pool of newly-qualified nurses, and providing professional development (training, mentoring, conferences) and allocating fiscal capital (fiscal approvals, budget allocations, grants, etc). The investments supported high work performance and positive student health outcomes. However, many of these nurses stayed with OUSD for only a short while and even broke their contracts with OUSD to move on to preferred career opportunities. One driving factor of this high turnover may be the salary differential—the current salary scale for OUSD school nurses is significantly lower than recent nursing graduates who are hired in hospitals. Despite contractual obligations, twelve nurses resigned from OUSD within the last four months to accept higher salary opportunities.

The IPA team will develop and analyze possible policy solutions to this problem. These might include policies and staffing structures to reduce or better manage high turnover, and possible partnerships with local colleges and local health care agencies (ACPHD) to develop career ladders into the school nursing service.

Client Information:

OUSD Health Services oversees the District's School Nursing staff. The goal of the nursing service is to ensure students have optimal learning experiences and that opportunities to learn are not mitigated by students' medical and health conditions.

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Primary Policy Area: Public Health/Healthcare Provision

Project #17: Investigating Savings Guarantees for Residential Energy Improvements

Short Title: Performance of Residential Energy Improvements

Client: Renewable Funding

Project Description & Goals

The federal government, state and local governments, utilities, and non-profits have recognized the potential of residential energy efficiency retrofits to deliver substantial public and private benefits such as job creation, pollution reduction and customer financial savings. These entities have developed a range of strategies to increase customer investment in energy efficiency such as contractor training, project quality assurance and financing to overcome the first cost barrier of energy improvements. In the residential sector, one major barrier that must still be overcome is consumer uncertainty about the performance of energy improvements.

Many homeowners do not invest in energy efficiency improvements because there is significant uncertainty that actual energy savings will match projections, or materialize at all. This risk could be mitigated if the contractor, utility, government, or other party, could offer an energy savings guarantee. Our firm is working with a number of public and private organizations to explore the feasibility and potential of such a product to increase customer demand for energy efficiency and catalyze innovative energy efficiency service delivery models. Our proposed project consists of a review of the barriers to providing guarantees, the promise that guarantees offer and recommendations for policy makers on the best way to support (if at all) the testing and deployment of this concept.

We anticipate the IPA team will need to accomplish the following in the course of this policy analysis: that

- Summarize residential energy efficiency guarantees that have been or are currently offered including a qualitative assessment of their potential/efficacy in driving consumer investment in energy efficiency;
- Review the available research on retrofit performance relative to expectations;
- Examine the potential cost of performance guarantees over one, two, and five year periods;
- Describe the regulatory, insurance and legal requirements associated with providing a guarantee; and
- Provide a set of recommendations on how policymakers should proceed.

Client Information:

Renewable Funding is an Oakland-based startup that develops innovative financing solutions for energy efficiency and renewable energy improvements to existing residential and commercial buildings. The firm led the development of property assessed clean energy (PACE), a mechanism that uses municipal tax assessment authority to finance clean energy improvements and has worked with local governments across the country to launch these programs. The firm is also working with

utilities and governments throughout the U.S. to deploy unsecured financing for residential energy efficiency at scale and at affordable rates through the creation of a secondary market for these products.

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Primary Policy Area: Energy and Environment

Project #18: Paradoxical Under Enrollment of Subsidized Early Care and Education Programs Despite Eligible Children on Waitlist in Alameda County

Short Title: Early Care and Education Subsidies

Client: Alameda County Childcare Planning Council

Project Description & Goals

One goal of the Alameda County Childcare Planning Council is to maximize subsidies for early childhood care and education (ECE) programs. Given high levels of need in the County, it is somewhat surprising that an increasing number of ECE programs are under-enrolled, resulting in the return of funds to the state.

There are a number of factors that may be relevant to understanding the apparent mismatch between need and enrollment, including demographic changes in the composition and location of the eligible population and demographic distributions, as well as changes at the provider level in reimbursement rates, labor agreements and restrictive provider eligibility requirements.

The first task of the IPA team will be to fully define the problem by gathering demographic data, interviewing ECE program staff and researching recent legislation, regulatory changes and other community based factors that may have impacted local enrollment. Based on this more complete problem definition, we would like the IPA team to construct alternative responses to this problem and conduct a policy analysis that will produce recommendations for providers, as well as state and local leaders overseeing ECE subsidy funding. We would like the team to make a final presentation to the full Council, or at least to the Committee of ECE contracted programs.

Client Information:

The Alameda County Child Care Planning Council advises and makes recommendations to policymakers to ensure that all children and families have access to quality child care that educates children and enriches their lives. The Council has a strong reputation in the community as an entity that brings people together to work towards the common goal of meeting the child care and preschool needs of families in our County. We receive financial support from private as well as government funders. Our staff and Steering Committee exercise an inclusive approach to the Council's work, making it a model for child care planning councils across the state. For more information, please visit www.acgov.org/childcare.

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AC Childcare Planning Council

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Primary Policy Area: Child and Family

Secondary Policy Area: Poverty

Project #19: Federal Oversight of Genetic Engineering and Cloning of Livestock

Short Title: Cloned Livestock

Client: US GAO Natural Resources and Environment Team

Project Description & Goals

Genetic engineering of livestock involves making changes to the genome or gene sequence of an animal by altering, adding, or deleting DNA. Genetic engineering may be done to accelerate an animal's weight gain and maturation, change its appearance, increase its hardiness and resistance to disease, improve its absorption of nutrients in feed rations, etc. As with plants, genetic engineering of livestock makes possible the introduction of desirable traits more rapidly than possible using conventional breeding techniques.

An animal clone is a genetic copy of a donor animal, similar to an identical twin, but born at a different time. Cloning does not change the genome or gene sequence. Due to their cost and rarity, clones are intended to be used as elite breeding animals to introduce desirable traits into herds more rapidly than possible using conventional breeding techniques.

Although our scope of work in 2008 on genetically-engineered crops did not include livestock, it appeared that the genetic engineering of livestock was very limited at that time. However, we noted that many food and feed crops in the United States are genetically-engineered varieties, including most of the corn and soybeans produced domestically. Thus, livestock (and humans) regularly consume food that includes genetically-engineered materials.

In January 2008, FDA issued a risk assessment that concluded that meat and milk from cattle, swine, and goats bred through cloning pose no safety concerns and that those products are no different than food from traditionally-bred animals. USDA endorsed FDA's conclusion. However, in light of consumer concerns, USDA asked the livestock industry to observe a voluntary moratorium (since 2001) on introducing cloned animal products into the marketplace.

The IPA team will conduct a policy analysis to determine whether the USDA should continue with the status quo of a voluntary moratorium. In order to fully define the problem, the IPA team will need to first assess the status of the genetic engineering and cloning of livestock in the US, as well as how it changed over the last 5 years. In the process of conducting this policy analysis, the team will need to engage with the key arguments for and against the genetic engineering and cloning of livestock. In the construction of alternatives, the IPA team should consider how lessons learned in the genetic engineering and cloning of plants, as well as how the experiences of other countries in using and regulating genetic engineering and cloning of livestock, might be transferable to using these techniques with livestock in the U.S. market.

The IPA product will be used to inform future GAO research on genetic engineering and cloning of livestock, including research on the views of relevant stakeholders on whether and how food products derived from genetically engineered or cloned livestock are identified or labeled, as well as efforts of federal agencies to provide information to consumers and others about genetically engineered or cloned livestock.

Client Information:

The U.S. Government Accountability Office (GAO) is an independent, nonpartisan agency that works for Congress. Our Mission is to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people.

Within GAO, the Natural Resources and Environment team is responsible for the agency's work on agriculture and food safety, energy and science, environmental protection, federal land and water resources, and U.S. and international nuclear cleanup.

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Primary Policy Area: Science

Secondary Policy Area: Regulation

Project #21: Raising the Federal Minimum Wage for Restaurant Employees

Short Title: Restaurant Minimum Wage

Client: Restaurant Opportunities Centers United

Project Description & Goals

With over 10 million workers, the restaurant industry is the second largest private sector employer in the nation and continues to grow despite the economic crisis. This industry is also the employer of 7 of the nation's 10 lowest-paying occupations, with a median wage of just under \$9 per hour. Relatively low wages in this industry are driven, in part, by a low federal minimum wage for tipped workers (\$2.13) that has not increased for 21 years. Strong opposition to increases in the minimum wage for tipped workers comes from the National Restaurant Association. This year, we at ROC had a major victory: we were able to convince Democratic leadership in the House and Senate to introduce the Fair Minimum Wage Act of 2012, the first comprehensive minimum wage bill introduced by Congressional leadership in more than a decade to include our proposal for re-linking of the tipped minimum wage at 70 percent of the regular minimum wage.

We believe we can move this bill to passage by fall 2014, during Congressional midterm elections, but need to create local momentum to win. We would like the IPA team to develop a political strategy to achieve this legislative goal.

Specifically, we would like the team to determine the criteria by which to select geographic localities for legislative campaigns and pressure campaigns on Congressmembers and Congressional candidates. Based on those criteria, we would like the team to then identify localities that are potential candidates for political action on this issue and conduct research on these localities, including the Congressmembers' inclinations on the issue, their constituents views, resources ROC has in particular districts, past voting patterns and histories, etc. Finally, we would like the team to make a recommendation about where to focus our energies on local legislative campaigns and pressure campaigns.

This project will involve candidate and electoral research, political analysis, interviews with ROC staff and allies, and more. The students would work with ROC's Research and Policy Director, Policy Coordinator, and local Policy Coordinators in our 10 affiliates.

Client Information:

Founded after September 11th, 2001, by workers displaced from the World Trade Center, the Restaurant Opportunities Centers United (ROC-United) is a national restaurant workers' organization with 10,000 members in 19 cities nationwide. ROC engages in workplace justice organizing, partnerships with responsible restaurant owners, job training and placement, cooperative restaurant development, research and policy advocacy to lift wages and working conditions for the 10 million restaurant workers nationwide.

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Primary Policy Area: Labor

Secondary Policy Area: Poverty

Project #22: Aligning South Berkeley Senior Center Services to Meet the Need of Seniors in the City of Berkeley

Short Title: Aligning Aging Services in Berkeley
Client: City of Berkeley Department of Health,
Housing and Community Services,
Aging Services Division

Project Description & Goals

Aging Services strives to provide senior center programming that meets the needs of the community. For the IPA project, Aging Service would like an assessment of senior services needs and recommendations for aligning our services to meet those needs at the South Berkeley Senior Center (SBSC).

The North Berkeley (NBSC) and South Berkeley Senior Centers (SBSC) have historically attracted different populations. NBSC is attended primarily by White and Asian seniors, and the SBSC is attended primarily by African American seniors. Fewer Berkeley Adult School classes are available at SBSC. The daily count of participants at SBSC is typically much lower than at NBSC (120 compared to 250), so we would like to focus on opportunities for optimizing services there.

At the same time, Aging Services is serving only a fraction of the seniors in Berkeley. Nearly 25% of Berkeley's population is 55 years or older, and therefore eligible for services. We know from national demographic trends that the country has a large cohort of aging baby boomers (the "silver tsunami") and the number of people eligible is likely to increase. We also know that "old age" itself is changing rapidly as many people live longer and healthier lives, even as health disparities exist for low income seniors who may depend on City services. Analysis of Aging's current services and community needs must also consider our changing context.

The IPA team should consider:

- What are the needs of seniors currently using SBSC? (Note, a 2012 participant satisfaction survey data is available.)
- Are there gaps in the community services available for South Berkeley seniors that SBSC could reasonably fill with revisions to current programming?
- How is the South Berkeley senior population likely to change in the next 5 to 10 years?
- How can SBSC align its services to meet the existing and future community needs?
- What partnerships and resources should Aging Services pursue to make delivering updated services feasibly and sustainability?
- Are there other public senior centers which could serve as an example for SBSC?

Client Information:

The Health, Housing & Community Services Department has 217 employees and a budget of \$38M in six divisions, including Aging Services. Aging Services operates three senior centers which provide:

- Weekday daytime classes and activities at two locations (North Berkeley and South Berkeley);
- Social support services including case management, based in West Berkeley;
- Transportation to and from seniors' homes, the Senior Centers, and local events and activities; and
- A nutrition program which includes hot meals on site and meals delivered to seniors homes.

The City built the senior centers in the 1970s and has served seniors continuously since then. Today, services are primarily funded through City General Funds with some County Area Agency on Aging grants and Medi-Cal funds supporting services. Most classes and activities are provided by community partners, primarily the Berkeley Adult School and community volunteers.

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Primary Policy Area: Elder Policy

Secondary Policy Area: Local Government

Project #23: Should Sri Lankan Mangrove Swamps Be Protected Using a Blue Carbon Offset Program

Short Title: Blue Carbon Offsets/Sri Lankan Mangroves

Client: Seacology

Project Description & Goals

Sri Lanka has 23,475 acres of intact mangrove forest containing 22 species of mangroves, the majority of which are endemic and can be found in four large lagoons. The livelihoods of local communities also depend on mangrove forests, which are important breeding grounds for marine animals, buffers against storms, and invaluable source of medicinal plants. However, Sri Lanka's mangroves are being cut down at an alarming rate due to the growth of shrimp farming industry.

As mangrove forests have a carbon sequestration capacity much greater than that of terrestrial forests, Seacology would like to explore how we might help to preserve Sri Lanka's remaining mangrove forests through a blue carbon offset program, which works similarly to the Clean Development Mechanism (CDM). We are working closely with local grassroots organizations, such as the Small Fishers Federation of Lanka, on a project to protect the extant mangroves, as well as replant degraded mangrove forests, through the establishment of protected areas, community engagement facilities, alternative livelihoods programs, and women's microfinance initiatives across the country. The implementation of a blue carbon offset program in Sri Lanka has the potential to transform our work and set an extremely important precedent for mangrove forest conservation around the world.

The concept of a blue carbon offset (BCO) is fairly new. We would like the IPA team to first explore BCO models to construct alternative program designs to be utilized to protect the mangroves of Sri Lanka. We would then like the IPA team to conduct a policy analysis to compare these alternative program designs and produce a recommended program. Finally, we would like the IPA team to provide guidance on the implementation of such a program in Sri Lanka.

Client Information:

Seacology is the world's premier nonprofit environmental organization with the sole purpose of preserving the highly endangered biodiversity of islands throughout the world. Seacology's innovative solution is to support island villagers with a sustainable project they request - such as a school, freshwater delivery system, or alternative livelihoods program - in exchange for establishing a marine or terrestrial reserve. Islanders thus have a real stake in these projects, leading to long-term, sustainable benefits to the community and local environment. Seacology's unique model of conservation is both innovative and replicable, bringing effective, cost-efficient conservation to a variety of locations globally. Seacology provides a critical humanitarian need while engaging islanders in the stewardship of their own environmental resources. Our grassroots approach is win-win, ensuring that those who interact with the protected environment on a daily basis have a vested interest in the conservation area. This inventive method has been recognized as a leading model of

conservation, on par with major international organizations as well as state and local governments. Since 1999, Seacology has implemented 225 conservation projects on 114 islands in 48 countries worldwide, protecting over 1.7 million acres of marine and terrestrial habitat.

Please note: Seacology does NOT offer travel opportunities to our project sites. We utilize a network of local field representatives to help design and implement our projects. All local information required will be provided via our local partners and government officials supporting our projects.

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Primary Policy Area: Energy and Environment

Secondary Policy Area: International Development

Project #24: Expanding the Foundation for Sustainable Development to Laos

Short Title: Expanding FSD to Laos

Client: Foundation for Sustainable Development (FSD)

Project Description & Goals

While a goal of the FSD 2012-2016 Strategic Plan is to open new sites in Southeast Asia, probably first in Laos and farther down the line Myanmar, we will only do so if expansion to either country is feasible, fiscally sustainable, and advances our organizational mission.

The purpose of the IPA project is to evaluate the opportunities and risks expansion to Laos would present to FSD and, ultimately, to recommend next steps to FSD. The IPA team will need to assess the landscape of current community development activities by local, national and global organizations in Laos, propose alternatives for FSD involvement, develop criteria for analysis and provide recommendations on whether and how to expand.

FSD will support the students in providing access to knowledgeable individuals and suggesting strategies for research. FSD does not have funds to pay for the team to travel to the region.

Client Information:

Foundation for Sustainable Development was founded in 1995 to support community organizations working in environment, education, health, human rights, microfinance, gender equity and integrated community development. Established in Nicaragua, today we have 10 sites in 6 countries in Africa, Latin America, and Asia and over 300 partners. We provide grants, training, technical assistance by local staff, and human resources via student and professional volunteers. We train partners in sustainable project design and management, foster skill-building to identify local economic, social and technical resources, and provide information on proven approaches at our site centers. We are dedicated to community-driven, asset-based approaches. We know from 17 years of global experience that our approach leads to more sustainable outcomes and promotes local economies (financial and social), while prioritizing and preserving the voice, culture and values of the communities we serve.

FSD has previously and is currently using many pro bono services to provide key input to organizational strategic decisions (e.g. currently working with a Taproot Foundation team on a Collaborative Analysis for our new Corporate Engagement Program, and last year worked with Presidio School of Management MPA students on a Competitive Analysis). More info on FSD at www.fsdinternational.org

Contact Information:

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Primary Policy Area: International Development

Project #26: The California Environmental Quality Act (CEQA) and Environmentally Beneficial Development

Short Title: CEQA

Client: Greenbelt Alliance /

Planning and Conservation League /

Shute, Mihaly & Weinberger LLP

Project Description & Goals

The California Environmental Quality Act, or "CEQA," is a cornerstone of the state's environmental protection. It requires state and local agencies, including cities and counties, to prepare "environmental impact reports" prior to granting permits for, or otherwise approving, most construction projects of any size. These reports can be expensive and time-consuming to prepare, but are essential to environmental planning and protection: they disclose a project's negative environmental effects to agency decisionmakers and the public, thus informing the political process and allowing the design of measures to mitigate those adverse effects. Litigation is a key part of the CEQA scheme. A project approved without an adequate EIR may be challenged by a lawsuit, a tactic frequently used by environmental and community groups.

The expense, delay, and threat of litigation have made CEQA the target of "reform" efforts backed by development interests. These campaigns often seek to reduce either the required contents of environmental impact reports or the opportunities for litigation. One argument raised in support of such efforts is that the "burden" of CEQA reduces the amount of development in California.

The IPA team will investigate how best to balance the environmental protection benefits that CEQA provides against a desire to promote development. The Greenbelt Alliance is particularly interested in environmentally beneficial development, such as renewable energy projects or infill housing near transit. Are there amendments to CEQA that would strike a better balance than does the current law? Investigation of this topic may include an examination of the following questions:

- 1) What is the magnitude of delay and cost that CEQA imposes on projects, and do delays or cost have a significant effect on the number of projects completed in the state?
- 2) What form do the delays and costs take? Do they arise primarily when lawsuits are filed and the defendant loses? When a lawsuit is filed regardless of the outcome? When a lawsuit is threatened? Unrelated to lawsuits but arising from the time and cost of analysis required? And is the impact primarily related to projects that are stopped or not moved forward, or does it arise primarily as an added cost to a project that nevertheless is able to proceed?
- 3) How important is the "chill factor" of developments not being proposed because of fear of the impact of environmental regulations?
- 4) Do these effects, if they exist, vary among different types of projects, such as residential construction, transit, or renewable energy projects?

Client Information:

This project is unusual in that two groups asked for IPA projects on essentially the same topic. The primary client will be the Greenbelt Alliance. But the Planning and Conservation League has also agreed to participate as a secondary client; they will be a useful resource regarding statewide/legislative context and a useful source of contexts in Sacramento. Finally, a lawyer at a land use law firm that represents both Greenbelt and the PCL and that played a hand in designing the project has agreed to serve as a third resource for the student team. Descriptions of the two groups follow:

Greenbelt Alliance is the champion of the places that make the Bay Area special. We work to ensure the right development happens in the right places. We defend the Bay Area's natural and agricultural landscapes from development and help create great cities and neighborhoods with affordable homes and transportation options.

PCL is a 501(c)(4) nonprofit lobbying organization, working in the State Legislature and at the administrative level in state government to enact and implement policies to protect and restore the California environment. PCL partners with hundreds of California environmental organizations, to provide an effective voice in Sacramento for sound planning and responsible environmental policy at the state level. These partner organizations rely on PCL's presence at the Capitol to not only shape environmental policy, but also keep them informed about issues of concern. Every year, hundreds of laws are passed that affect our quality of life and PCL has and continues to work to keep our cities livable and our wilderness pristine, among other things.

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Primary Policy Area: Energy and Environment

Secondary Policy Area: Housing / Local Government

Project #27: Methods to Power Cell Phones in Mozambique

Short Title: Powering Cell Phones

Client: Blum Center for Developing Economies/ USAID

Project Description & Goals

The USAID Mission in Mozambique is interested in exploring mobile phone technology as a tool for widening financial inclusion and spurring economic growth and development among rural populations. However, a major impediment to mobile phone adoption is the widespread lack of electricity amongst poor and rural Mozambicans; approximately 60% of Mozambique lacks any access to electricity, and only 14-15% of households are connected to the national grid. Without access to electricity, mobile phone adoption is not feasible. The USAID Mission in Mozambique is looking to invest in small scale renewable solutions for local energy needs (such as powering cell phones) in rural parts of the country where there is no (or inconsistent) electricity.

This project will analyze the different options available for meeting this need, and will make investment recommendations with a particular focus on impact, cost effectiveness, appropriateness and likelihood of end user-adoption. The team will write a report that identifies and compares cost effective renewable energy solutions that are appropriate for meeting cellphone electricity needs in the Mozambican context. We especially welcome information on technologies being developed and/or relevant interdisciplinary research being undertaken at Berkeley.

It is envisioned that the report will begin with a substantive review of best practices and current research, before providing specific economic and socio-political analysis which assesses the different technologies available for the Mission to adopt and scale up throughout the country. Additionally, the report should consider the following questions:

What is the current status of rural electrification in Mozambique? What are the current relevant policies? What efforts to improve rural electrification are currently underway?

What considerations are relevant for understanding the appropriateness and feasibility of technology dissemination in this context, that is, what parameters should be considered for the introduction of different small scale renewable energy technologies amongst rural Mozambican farmers?

What different small scale renewable energy technologies are currently available to improve Mozambique's electrification status, particularly technologies coming from UC Berkeley? What are current technologies lacking, and how can they be improved?

Pros and cons: what makes different technologies better or worse suited to accomplishing the goals of this project? What are the tradeoffs involved in each technological option available? How can they be transferable to this context?

For more information, please visit:

<http://www.usaid.gov/mz>

<http://blumcenter.berkeley.edu>

<http://www.usaid.gov/news-information/press-releases/new-farmer-alliance-improve-incomes-and-food-security-africa>

<http://tier.cs.berkeley.edu/drupal>

<http://egg-energy.com/>.

Client Information:

The United States Agency for International Development (USAID) and UC Berkeley's Blum Center for Developing Economies are partners in a new initiative which seeks to realize science, technology and innovation's potential as core drivers of development. Berkeley's Development Innovations Lab (DIL) is beginning to work with USAID to identify development innovations and technological solutions which are practical, affordable and workable, and which can be implemented on the ground in appropriate and direct ways. This project is sponsored as part of this new partnership, and pertains to the work of USAID's Mission in Mozambique.

The Blum Center for Developing Economies was established in March 2006 to improve the well-being of the three billion people in the world who live on less than two dollars a day. Spanning UC Berkeley, UC Davis, UC San Francisco, Lawrence Berkeley National Laboratory, and a new partnership with the U.S. Agency for International Development (USAID), the Blum Center's mission is to improve the well-being of poor people in developing countries by designing, adapting and disseminating scalable and sustainable technologies and systems, and by educating and inspiring a new generation of global citizens. The Blum Center addresses the needs of the poor in developing countries by leveraging UC and LBNL expertise and preparing students with the theoretical understanding, applied skills and experiential learning that enable them to become agents of change in the struggle against global poverty.

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Primary Policy Area: Energy and Environment

Secondary Policy Area: International Development