



UNIVERSIDAD NACIONAL DE COLOMBIA
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INSTITUTO DE ESTUDIOS AMBIENTALES -IDEA-
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SASIW:

Systematic Approach for Social Inclusion in Water Problems

SWITCH

Sixth
Framework
Programme
(2002-2006)

UNESCO-IHE
Institute for Water Education



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Introduction

MSEs (1-49 employees)

• In developing countries

- Engine of the opportunities for development (UNIDO, 2005)
- In Colombia despite 99,4 % of enterprises- interests put aside
- Difficulty scaling-up in the social ladder
- Vulnerable (disadvantaged)

• In the water domain

- Collective impact on the water bodies is substantial- 70% industrial pollution (Frondel *et al.*, 2005)
- Often clear what but not how
- Informal sector: Policy instruments bypass MSEs
- Stakeholder participation ineffective
- Mainly end-of-pipe approach

Aim and objective

Aim To contribute to integrated river water management and transition towards sustainability of MSEs

Objective To **improve the effectiveness** of stakeholder participation through a participative systematic approach based on negotiation, conflict resolution, and managed learning for CP implementation for MSEs.

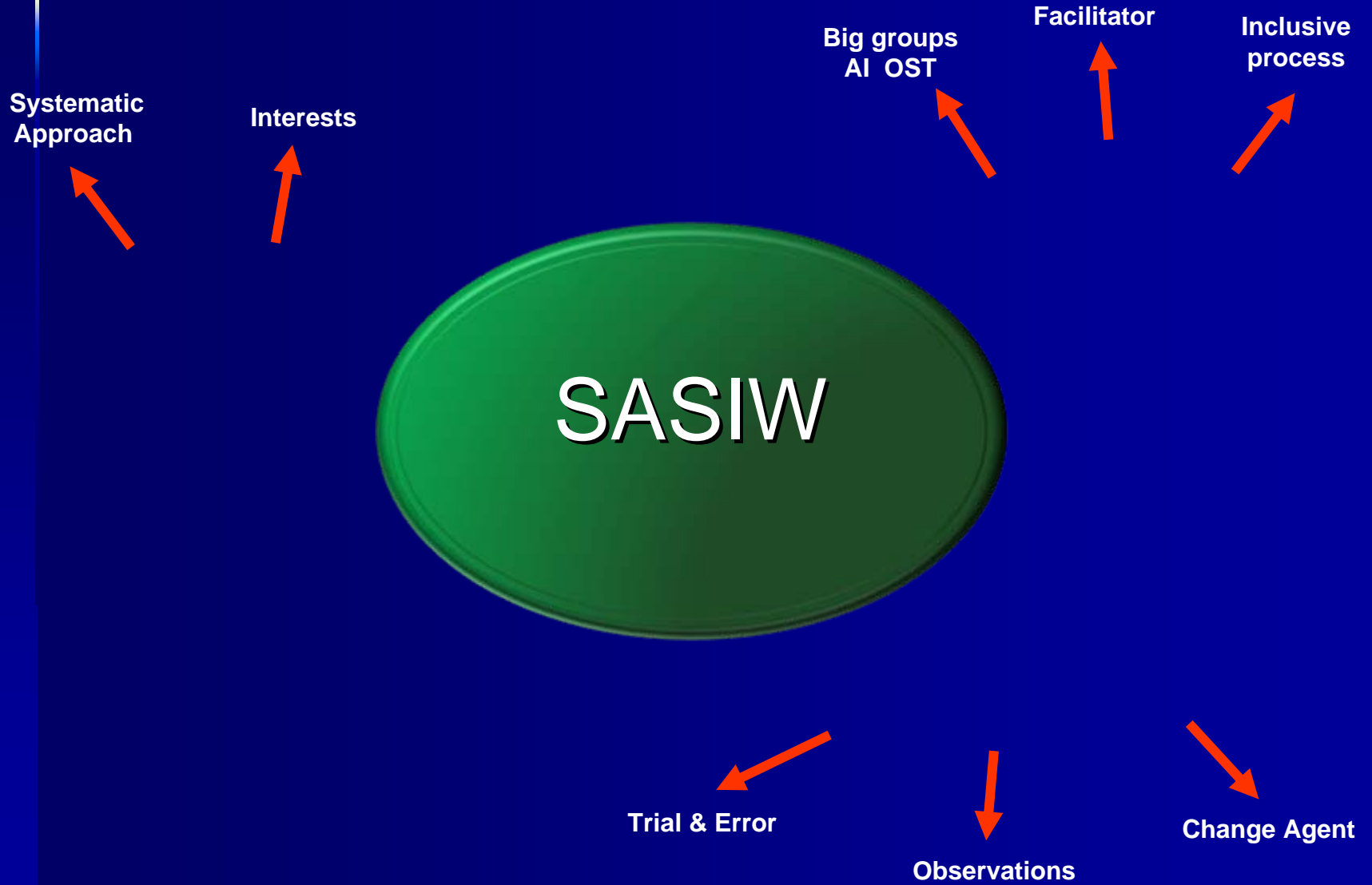
A need for developing knowledge and change : Action research

Challenges

- To recognize complexity
- Interaction of multiple forces at local, regional and national levels
- Multidisciplinary focus
- A systematic approach that assures the MSEs interests' respect- social inclusion
- Need to find out how to deal with big groups
- The researcher digging into deeper causes / describing symptoms- frequency of appearance of the problems
- Need to introduce prevention concepts
- Need to integrate theories and methodologies

- 1. Introduction
- 2. Key concept
- 3. T, M & A
- 4. Results
- 5. Concluding Remarks

Theory & Methods

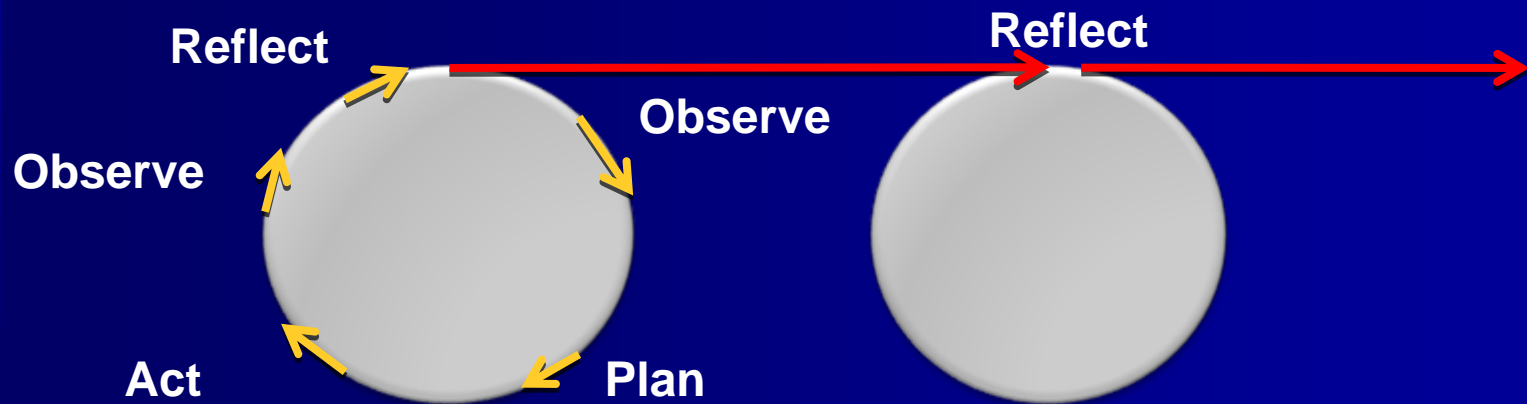


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Principles

Principle	Theory
(1) People support initiatives that they help create	Participation (Holman, 2004)
(2) On big groups as targets common grounds/respecting individuals	Conflict resolution (Holman, 2004)
(3) Complex negotiations interests / not on positions	Negotiation (Raiffa, 2002; Fisher, 1991)
(4) Know a system - change it	Managed learning (action research) (Lewin, 1946)
(5) Best learning process: trial and error	Managed learning (action research) (Schein, 1997)

Cycles of Action Research



- Figure 1. Cycles of action research for vulnerable communities
(Sanz, 2010)

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Systematic Approach for Social Inclusion on Water Problems (SASIW)

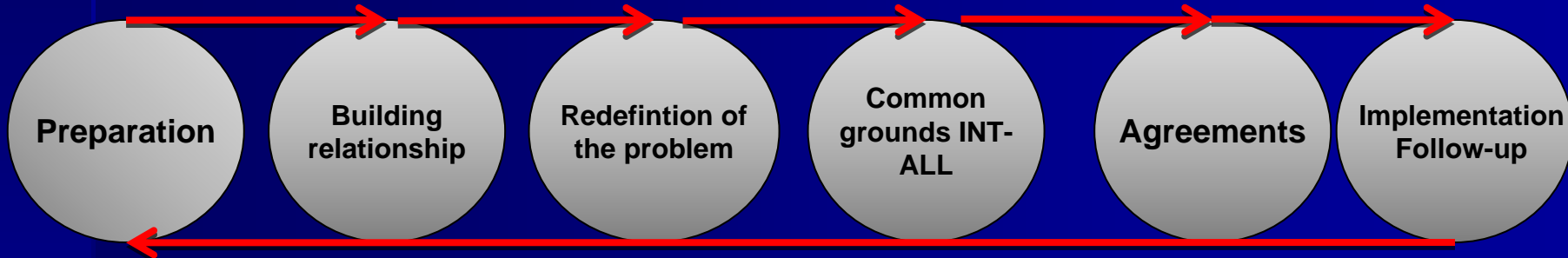
Initial diagnosis

Psychological safety

Consensus
Visioning
Strategy

Negotiations

Monitoring



Preparation

Building relationship

Redefinition of the problem

Common grounds INT-ALL

Agreements

Implementation Follow-up

Stakeholder analysis

Help???

Initial big meeting
Big group methods

Options building
Big group methods

Commitments
Small committees
Focusing on issues

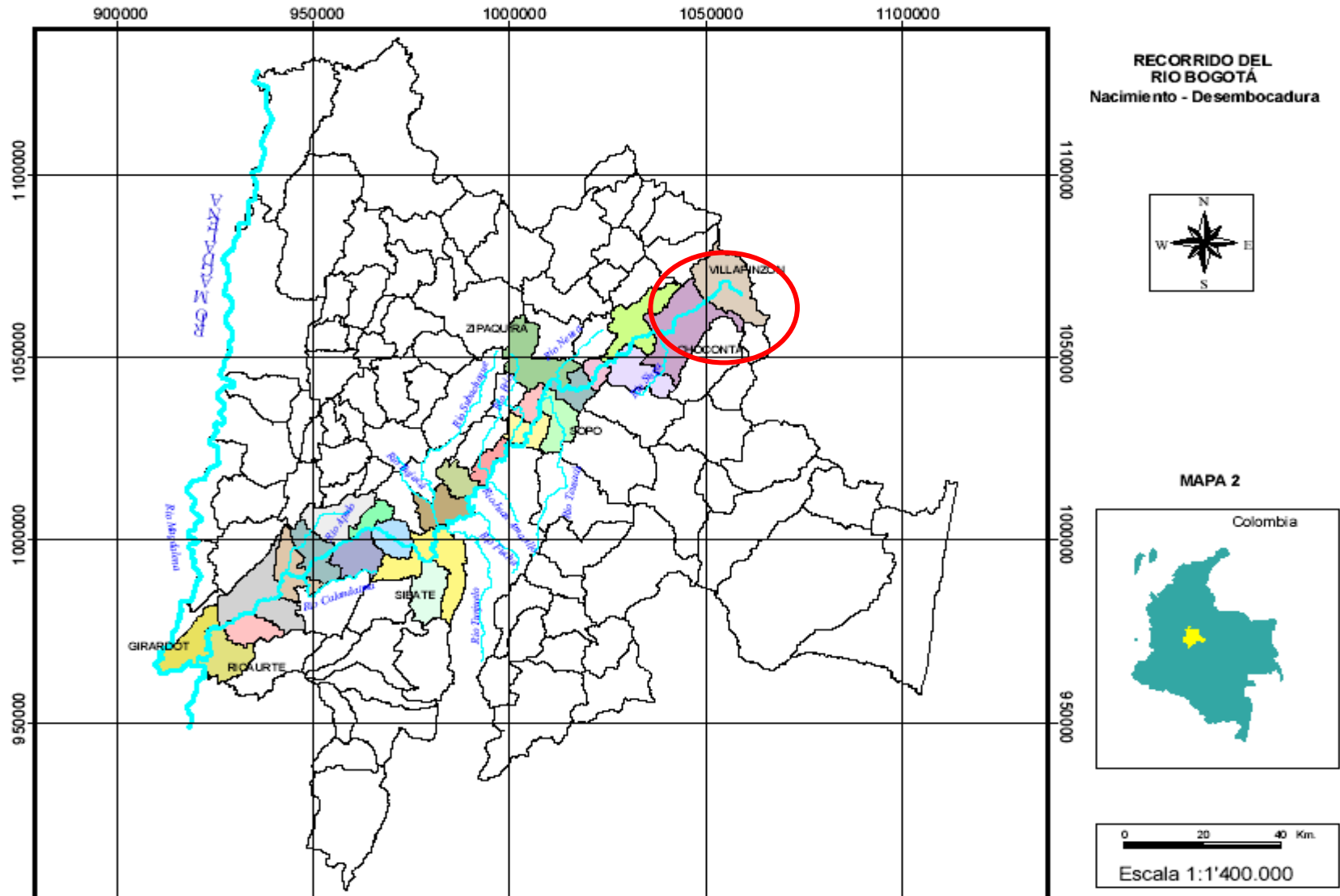
BATNA
Initial definition
Problem
Nature relationships
Possible allies

Trust building
Sharing information

Qualitative Assessment

#	Indicators
1	Access to participation
2	Nature of relationships
3	Consensus on perceived causes of problem

LOCATION



67 potential end-of-pipe solutions
Law-suits against – sole strategy
4000 jobs

Social exclusion
Clandestine industrial activity
Forced closures

- **To guide a process** aiming at solving the impact from the tanneries on the Bogotá river **while** supporting a social inclusion approach- **Negotiation power**
- **Empowerment** :Internal strengthening and building strategic alliances supporting 5 main issues set by the tanners on future scenarios
 1. Strengthening the association
 2. Legalizing tanners
 3. Working inter-related land issues
 4. Implementing CP project
 5. Searching competitiveness

Path towards spiritual intelligence

Paradigma de la prosperidad

NEED RESPONSIBILITY.
COMMITMENTS.
BELIEFS I CHOSE
PROCESS AGREEMENTS
DECONSTRUCTIVE CRITICISM

Enlightment
Serenity
Service Oriented
Productiveness
Mastering
Selfconfidence
Cooperation
Surprising

CLAIM
FAULT INTENTIONS
GOOD PREJUDICES
PRIZES & AWARDS
RULES & POLICIES
CONSTRUCTIVE CRITICISM

Paradigma de la escasez

Egocentric
Anger
Codicity
Fear
Anguish
Apathy
Fault and shame
Personality is lost





MICROEMPRESAS / CONAMIC, LA ANDI DE LOS POBRES

‘Queremos que nos oigan’

Piden poner el dedo en la yaga de sus necesidades financieras y de educación. Claman por facilidades de crédito y capacitación tecnológica.



ZORAIDA PABÓN, presidenta de la Confederación Nacional de Empresarios de la Microempresa.

Hace más de 20 años, con un capital de 3.000 pesos, Zoraida Pabón, se lanzó como microempresaria. Compró unas máquinas de coser y arrancó. Cinco años después comenzó a exportar. Hace unos 4 años sufrió un revés y su negocio se fue al piso después de un robo.

Sin embargo, Pabón no se detuvo. De microempresaria pasó a dirigente gremial. Desde hace tres años...

5.000 microempresarios de todo el país. Es algo así como la Andi de los pobres. Una entidad que ya tiene mayoría de edad (18 años de fundada) y presencia en 21 departamen-

ción para controlar el desempleo.

Este gremio nació con el fin de lograr que todas las organizaciones nacionales encuentren un canal de diálogo

Pabón no tiene pelos en la lengua para defender su sector. Se queja de los requisitos para que le avalen préstamos a los microempresarios y de frente crítica los programas de capacitación de fundaciones como la del grupo Santodomingo, donde, según ella, le cobran a cada participante hasta 160.000 pesos por un seminario indispensable para acceder al crédito.

Los miniempresarios sostienen que están cansados de tantos cursos de contabilidad cuando lo que necesitan son, por ejemplo, nuevas técnicas de diseño y modelos para las confecciones, el sector que sigue siendo el rey entre los microempresarios junto con el maderero.

Señalan además que para avalar los préstamos está el

AMBIENTE / CAR ANUNCIA SELLAMIENTO DE 336 EMPRESAS

Inminente cierre de mataderos y curtiembres

“Se nos agotó la paciencia”, dijo la Directora de la CAR y recordó que ya son 20 años forcejeando con las empresas para que cumplan. Decisión tiene apoyo de Presidencia y Minambiente.

REDACCIÓN NACIONAL

... cumplir las normas ... y seguir conta...

frente de la CAR ha sostenido cuatro reuniones con los voceros de esas empresas, pero no han hecho nada para controlar los desechos químicos y orgánicos y los siguen arrojando al río.

Por ejemplo, explicó que la sangre de los animales sacrificados se bota directamente pese a que tiene una capa de proteína que al solidificarse tapona los alcantarillados en tanto que las heces presentes en los intestinos de una sola res (que equivalen a las que producen 300 personas) van al río.

Las curtiembres, por ejemplo, generan unos 10 empleos, de los que de sustento igual número de familias con un promedio de 6 integrantes. Respecto a los mataderos, las cifras son tan precisas, pues cada uno de ellos sacrifica animales que sacrifi-

En todo caso, por ejemplo, se requieren en promedio 17 animales sacrificados para producir una sola res (que equivalen a las que producen 300 personas) van al río.



The tanners were believed to have lost their opportunities to treat their discharges and were the ones to be blamed for this.



**TO SEE THEM NOT AS BARRIERS
BUT AS OPPORTUNITIES:
To increase
their negotiation power**





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Results

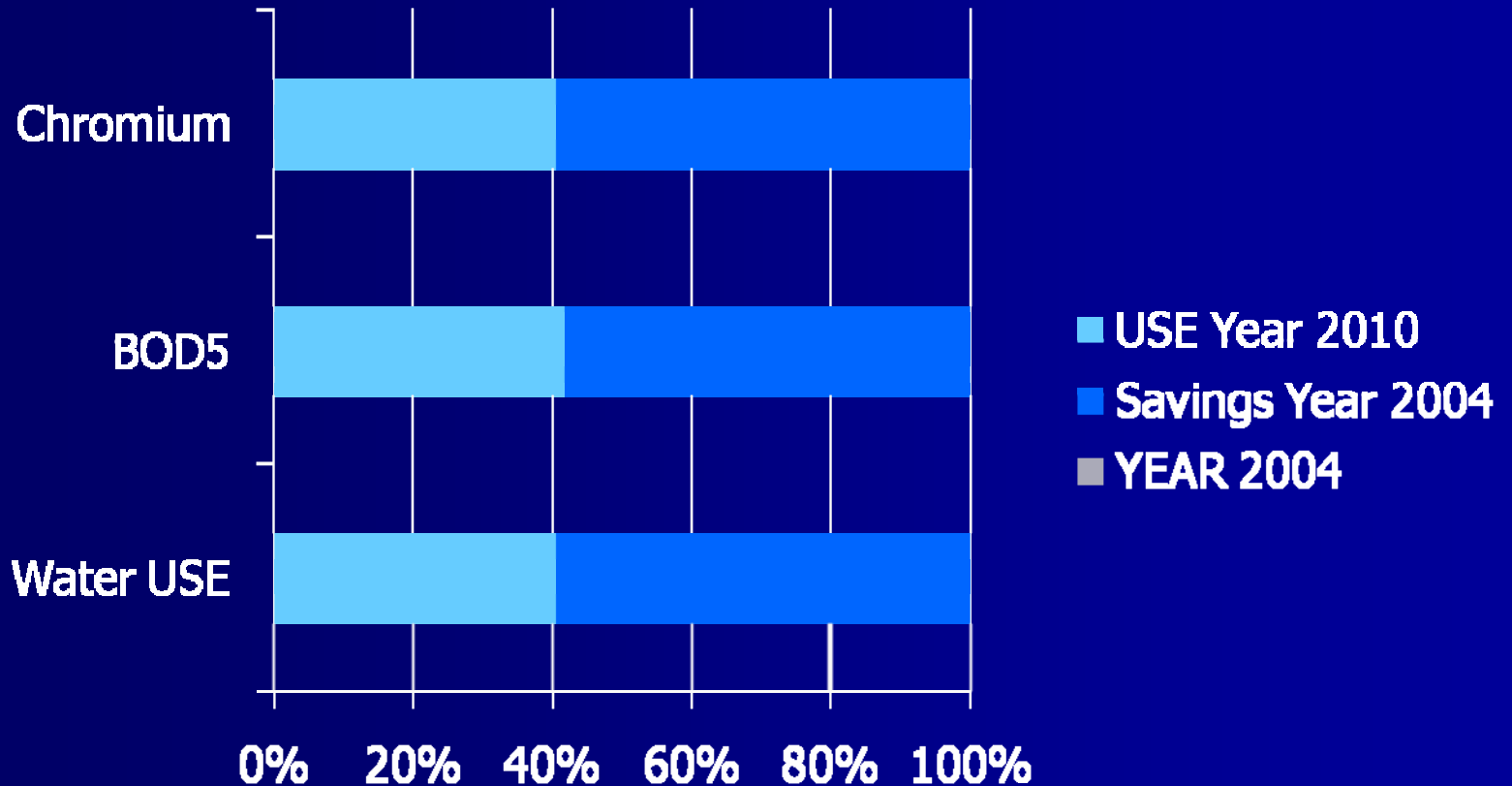
#	Aiming at	Activities	Results
1	Strengthening the association (Improving negotiating power-Improving outcomes-Behavioural change)	Initial 3 steps Broadcasting on Media Building powerful alliances Trust building Reliable information	Positive leader Support to CP- Consensus on PD Negative leaders fade away Better public image
2	Legalizing tanners and recognition from Authority	Influencing the Court Order Getting approval from CAR (Support from Senator; CCB) Legal appeal to switch fines for work Motivating Ministry towards the approach on CR Lawyers	CP is mandatory From 120, 86 tanneries legalized (water permits) Appeal accepted at the regional court (New path is open) New policy on CR to be worked
3	Working inter-related land issues	Bringing the debate to the Governor- Office of the Presidency (Senator, Ministry) and Public Prosecutor- Mayor	Properties rights recognized River bank is defined Industrial area defined

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Results

#	Aiming at	Activities	Results
4	Implementing CP-recognition from CAR	Building support from Academia Defining sound technical solutions on discharges and solid waste NGO AVINA MEDIA	SWITCH-UNAL CAR co-finances Tanners knowledgeable 12 tanneries following trend to reduce and prevent Demos on CP / composting Monitoring tool Proposal to new CP policy
5	Competitiveness	Workshops for quality improvements Integration into the leather chain Building access to credits CEINNOVA COLCIENCIAS	Support COLCIENCIAS-UNAL Agreement to be signed between actors on the leather chain Tanners learning to sell products through associative strategies

Changes in water use and liquid discharges



Concluding remarks

1. MSEs –knowledgeable- eager to participate if identity respected & process transparent
2. Helping integration into the legal system : an everybody's responsibility to sustainable tanneries- Power game
3. The Change Agent: focus on a holistic approach and resist the normal tendency to discard topics/ INDEPENDENCY
4. Engaging the political actors should not be seen as an obstacle
5. A multidisciplinary support from academia is essential (**Conflict**, CP, Associativity)

**Conflict =
Opportunity !!!!!**