

REPIC
JAHRESVERANSTALTUNG

MEIN NACHHALTIGES UND
INTERNATIONALES
PROJEKT
THEORIE UND PRAXIS

**How can the different expectations
of the individual project partners be
aligned?**

Dr. Sandra Méndez Fajardo

**eco
partner**
resources | communication | development





Agenda

- ❑ **How can the different expectations of the individual project partners be aligned?**
 - Clear Expectations
 - Mobilizing Stakeholders
 - Adaptability over time & Empowerment

- ❑ **Project Sustainable organic waste management in the municipality of Perez Zeledón, Costa Rica”**





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We want sustainable projects



Sustainability depends on **Empowerment**, and empowerment is achieved by *engaging stakeholders* involving **from** project conception **to** project design and implementation, and during project monitoring

Participatory Action Research: Kurt Lewin 1946; Paulo Freire 1982; Orlando Falls Borda 1977 ...; *Systems Thinking*: ... Idealized design: Russel Ackoff 1974 (CW Churchman - student), SSM, Peter Checkland, 1984 ...; *Sustainable Development*: U.N.'s Agenda 21 ...; *Community participation-empowerment*: White A 1981, ...; *Stakeholder Theory*: Edward Freeman 1984, ...

Challenges in practice

Local context

Local needs
(local problems, priorities, knowledge)

National and Local actions
(studies, pilot projects, policies, cases, research)



Cultural elements

Interests and Motivations

Expertise, experience

Roles and Responsibilities

Limitations



Actors
(Public – Private – Society)

Swiss context

Successful System(s),
Experiences, Cases
(Knowledge, expertise, research)



REPIC
Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



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✓ **Local need is usually the convening point for dialogue!**

We can find:

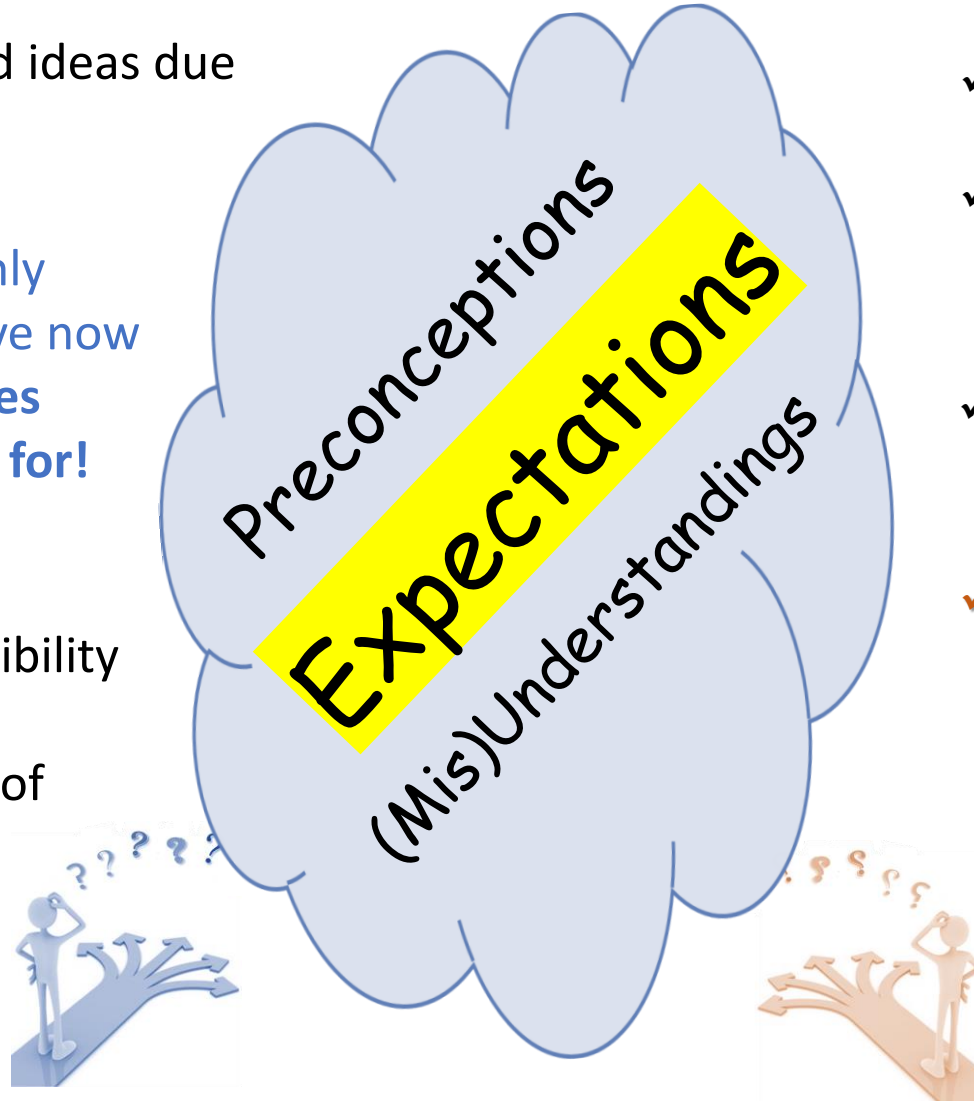
Local actors with untested ideas due to lack of resources



... so they commonly think that they have now **found the resources they were looking for!**



Local actors with pre-feasibility studies and designs not implemented due to lack of resources



To avoid misunderstandings, make it clear from the very first dialogue that:

- ✓ We have a **co-financing** model (50%)
- ✓ It is possible that most of **Repic's resources** enable the transfer of Swiss expertise to strengthen local empowerment.
- ✓ The solution must be found at least in **pilot phase**, concrete **proof of concept**
- ✓ **post-Repic**: The sustainability and replicability of the project must be visualized and demonstrated

Building self-management capacity, local empowerment, forward-looking vision



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Sometimes it is considered that local knowledge is already sufficient and that there is no need for foreign expertise

It is important to **make explicit** the interest of knowing and respecting local knowledge. Propose a **mutual strengthening** of capacities through the sharing of knowledge both of Swiss experts and of the various local experts and actors



Local actors often fail to identify opportunities and needs for local inter-sectoral or inter-institutional cooperation

An external actor  can help identify and motivate by **facilitating dialogues** during the project conception, mobilising local networks from the very beginning





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Unexpected situations such as pandemics , changes of government or changes of representatives in the project team

✓ In addition to identifying risks and proposing actions to address them!

Reliable Local Coordination

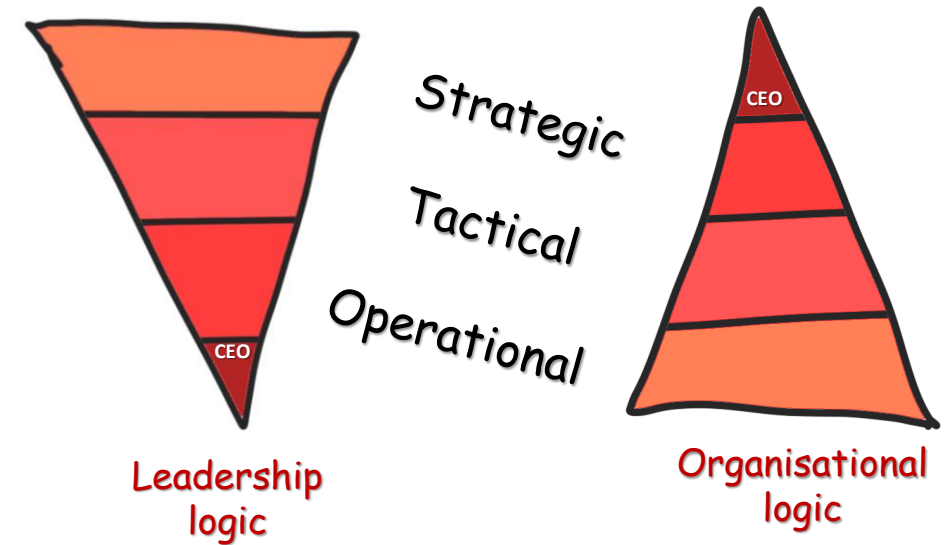
- Is it recognised in the context?
- Does it have experience in the field?
- Are its motivations aligned with the potential impacts of the project?
- Does it have decision-making capacity?



Process of setting up the outline

High-level support

Brouwer, et al. (2015): 30; GDI (2015): 22; Künkel, et. al. (2016b): 44; OECD (2015): 36; Pattberg & Widerberg (2014): 17; Tennyson (2011): 20 - Cited by Partnerships 2030



Involve people at various levels within the organisation (e.g. within a ministry or a mayor's office)

These two aspects apply to generating local empowerment and post-Repic actions



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 - Responsibilities and empowerment

- ❑ Project **Sustainable organic waste management in the municipality of Perez Zeledón, Costa Rica**



Costa Rica

Province of San José

M. Pérez Zeledón:

143,000 inhabitants (2017)

Project

Sustainable organic waste management in the municipality of Perez Zeledón, Costa Rica

2019 - 2022

Costa Rica:



Pérez Zeledón



Ministerio de
Agricultura y
Ganadería
DE COSTA RICA



EIB Escuela de
Ingeniería de Biosistemas

Switzerland :

skat Swiss Resource Centre and
Consultancies for Development

zhaw **FiBL**

Organic waste collection:
3000 Ton/Year (Av.)

Scope of the project (2019-2022)

- To**
- ✓ Enhance a sustainable composting plant operation
 - ✓ Increase local empowerment
 - ✓ Consolidate a case study with high replication potential



Partnership:



Nationally and regionally recognised organisation (National Coordination)

Governmental representation:
Municipal / Inter-municipal / National

Academy
(and Laboratories)



Unexpected events

The municipal responsible was changed during the participatory formulation of the outline!

Solved!

The (empowered) **coordinators** engaged the new delegate to solve together the (well-argued) local need



Virtual trainings, improvement monitoring and consulting

Theoretical and Practical trainings were doing well ...

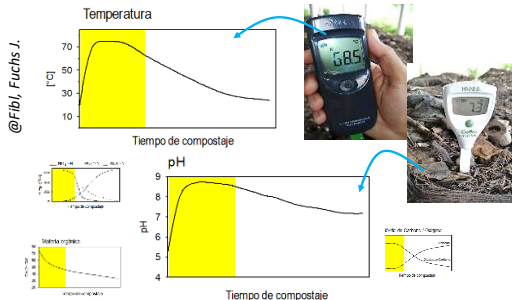
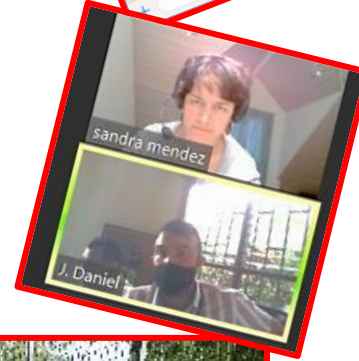
2019



2020-2021!



The Project's local activities continued



Empowerment + high (tactical) level engagement



Representative of the **Ministry of Agriculture**

Local empowerment for cultural change



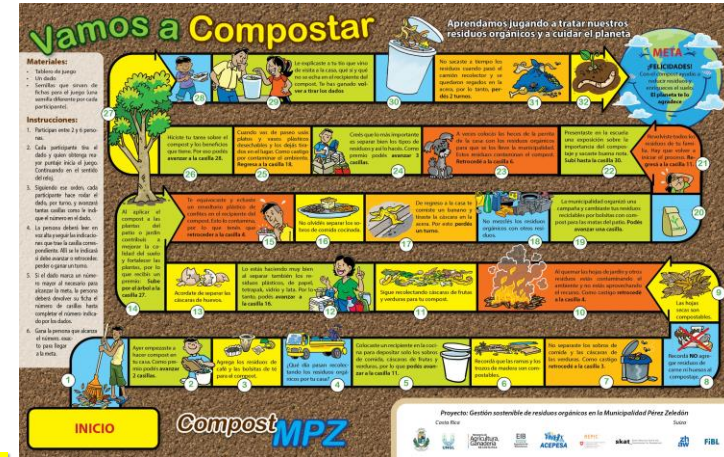
We made evident the **(technical) impact** of the plastics used in households to deliver waste



The SWM Municipal Office mobilised more robust work with the **municipal environmental education office**



Presence of plastics ... Still improving!!



The **municipal agronomy office** (created in 2021) promotes urban agriculture by providing seeds and **compost** (explaining the impacts of the source segregation)



Local Academy role

Expectations

Joint research,
Local students' involvement,
Publication(s),
Support with laboratories ...

Technification of process and quality control

✓ Adopted by the **municipality**

*Last sample results expected
at the beginning of December 2023*

What was achieved

Joint research,
students' involvement,
publication,
support with laboratories

Elements 10/19 - 09/20 - 04/21													
% mass						mg/kg							
N	P	Ca	Mg	K	S	Fe	Cu	Zn	Mn	B			
2.28	0.66	5.70	0.54	1.70	0.34	32582	126	332	472	20			
2.56	0.63	5.70	0.49	1.50	0.31	29005	104	267	382	21			
2.29	0.50	4.00	0.25	1.08	0.21	19432	51	188	227	12			
2.21	0.76	5.85	0.50	1.79	0.32	35941	98	256	394	22			
2.43	0.82	5.85	0.46	1.78	0.32	28350	114	277	365	20			

Other parameters 10/19 - 09/20 - 04/21															
		%	H ₂ O	mS/cm	%	Ratio	mg/kg								
		HUM	pH	EC	C	C/N	As	Hg	Cd	Co	Cr	Ni	Pb	Mo	Ba
October 2019	AO-19-00512	26	8.5	14.7	18.25	8.0	5.30	1.07	0.78	8.53	18.8	8.8	22.4	3.9	183
September 2020	AO-20-00316	41	8.4	16.8	21.21	8.3	5.62	N/M	0.45	7.86	61.2	20.8	23.4	9.3	134
April 2021	AO-21-00165	51	6.2	12.3	33.67	14.7	3.25	N/M	0.15	3.78	24.5	9.0	8.9	3.6	N/M
October 2021	AO-21-00347	35	8.1	12.0	22.42	10.2	4.76	N/M	0.21	6.49	41.1	15.0	14.1	5.7	N/M
December 2021	AO-21-00443	27	8.4	12.6	22.26	9.2	5.38	N/M	0.43	7.28	49.1	15.1	17.8	5.3	N/M

N/M Not measured

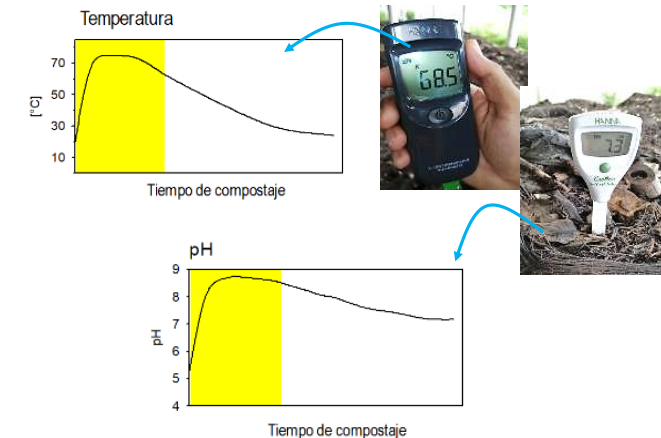
Nutrients, heavy metals, physical-chemical ps., microbiological ...		microbiological *	
		Escherichia coli NMP/g	Salmonella
October 2021		78	Positiv
December 2021		Negativ	Negativ

* Standard Methods for the examination of water and wastewater, 23rd Edition, 2017 y Test Methods for the Examination of Composting and Compost, 2002

Stability (mg C-CO ₂ /gSVday)	
n.c.	Very stable. Well-finished compost. No further decomposition. No



+ in-situ monitoring



Main Learnings and Requirements

I have participated in three Repic projects

Responsible and Sustainable E-waste Management in Cuenca



© Universidad de Cuenca



© Universidad de Cuenca

Swiss Partners

Ecopartner Ltd., Horgen
www.ecopartner.ch
Heinz Böni

Don Bosco – Colombia



My role: Expert, support international coordination

© Don Bosco Jugendhilfe Weltweit



© Don Bosco Jugendhilfe Weltweit

Swiss Partners

Don Bosco Jugendhilfe Weltweit,
Beromünster
Markus Burri

Sustainable Management of Organic Municipal Waste in the Municipality of Pérez Zeledón



My role: Expert and International Coordination

© Project partners



© Project partners

In all three we have needed:

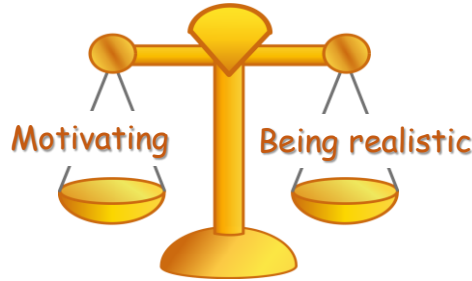
- To extend the duration of the project (between 6 and 12 months).
 - ✓ With the same resources, which requires strong motivation and commitment from everyone
 - ✓ Adapting activities and milestones, but without reducing scope
- Integrating new team members (due to local and Swiss changes)
- Adapting media for technological issues (local ICT constraints or "pandemics")

In short: Patience, re-motivation, permanent communication, among other qualities

General Recommendations

By identifying and “setting up” allies

- Understand individual motivations
- Collectively build objectives to align them
- Be careful from the beginning with the expectations
- Look for a reliable local coordination
- Constantly identify potential allies (public/private)
- (Really) Anticipate risks or unexpected situations
 - ✓ Common: Changes of Government
Conflicts between local stakeholders
Individual emerging opportunities (e.g. new job)
- Promote local knowledge sharing



In the coordination (as such)

From conception (outline development) to completion

- Use/create materials and communication channels in local language
- Secure permanent communication (video calls, collaborative platform and joint document management, missions, etc.)
- Inform regularly on progress or milestones to all partners
- Constantly watch for potential risks or potential unexpected situations and act in a timely manner

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Thank you
Vielen Dank
Muchas Gracias

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