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International
West Bank / Gaza

**Palestinian Environmental
Improvement Program (PEIP)**

Award No. 294-A-00-01-00116-00

**Eighth Quarterly Report
April – June 2003**



July 31, 2003
Country Representative Office
CHF International / West Bank and Gaza

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The photograph on the front cover shows the dramatic effects that can be produced by the end product of the PEIP program's employment generation scheme -- environmental clean-up and solid waste management. The photos record the cleaning of a vacant lot in the Turkman neighborhood of Gaza City in April 2003.

1 Executive Summary

1.1 Overview

This is the eighth quarterly report submitted by CHF to USAID for the Palestinian Environmental Improvement Program (PEIP) in Gaza City. This report covers the period from April 2003 through June 10, 2003.

On June 11, 2001, USAID awarded funds¹ to CHF to implement the Palestinian Environmental Improvement Program (PEIP) in support of USAID's Emergency Employment Generation Program. Total funding for the program was estimated at \$4,564,955 of which USAID was to provide \$3,280,591. CHF and the Gaza Municipality agreed to make contributions to the program of \$1,284,364. The program was implemented and managed by CHF in partnership with the Gaza Municipality.



Generating necessary employment and building public environmental stewardship through the PEIP program. In permanently hiring 50 former PEIP employees, the Gaza Municipality has demonstrated its commitment to carrying on the many activities and processes that made up the Palestinian Environmental Improvement Program.

The principal goal of the program was to create both immediate short-term employment and long-term sustainable employment in Gaza City. As such, the program consisted of the labor-intensive cleaning of open areas in Gaza City where dirt, litter and debris had accumulated. Therefore, not only was the PEIP program designed to create employment, but it was also designed to contribute to improvements in the quality of life for up to 380,000 Palestinians living in Gaza City. Trained public awareness teams worked directly with the public, both individuals and businesses, to ensure that once an area had been cleaned, the public would work to maintain its cleanliness. Finally, in addition to employment generated and quality-of-life improvements, at least 190 unemployed persons were to be vocationally trained over the life of the program, better qualified to enter the permanent job market at the end of the program.

The program was implemented in partnership with the Gaza Municipality. The municipality was responsible for the transportation to the municipal dump site(s) of waste collected from public areas and concentrated at curbside. When open areas were cleaned by CHF program personnel, waste was collected and deposited at strategic points throughout the city. The municipality then transported the collected solid waste to the environmentally safe landfill. In addition, the Gaza Municipality agreed to create 55 new full-time, permanent municipal jobs. This unique partnership allowed for a significant local contribution to the program.

On June 10, 2003, the PEIP program came to completion, as specified in the cooperative agreement, and all program activities with the exception of final reporting have since ceased.

1.2 Expected Results

At program end, PEIP was to have:

- created 5,640 person months of direct employment (171,550 person days);
- generated 632 person months of "spin-off" employment (19,213 person days);
- reduced poverty and social exclusion for the 1,950 family members of the persons employed under the program;

¹ Award No. 294-A-00-01-00116-00.

- created 55 new full-time permanent municipal jobs;
- maintained 30-50 existing municipal jobs in Gaza City;
- supported municipal waste collection efforts in both the short and long term;
- cleaned up vacant lots and public lands with accumulated wastes, including the Gaza municipal beach;
- carried out public awareness activities targeted at Gaza neighborhood citizens and establishments;
- developed partnerships with municipal leaders, citizens groups, local women's organizations, and local private organizations and NGOs;
- carried out a rapid assessment of training needs;
- implemented vocational training of at least 190 persons, who will be better qualified to enter the permanent job market at program end; and
- conducted an end-term assessment of training effectiveness and potential employability.

The following table shows the planned outputs for the 2 year program period.

Output	Planned for entire program period
Direct employment generation	171,550 person days of employment (5,640 person months)
Income generated by employment hires	\$ 1,897,417
m ³ solid waste collected	50,000 m ³
m ² cleaned	1,700 dunams
Training hours provided	61,355 hours
Municipal matching contribution	\$819,265

1.3 Program End Achievements

1.3.1 Employment Generation

- The PEIP program created 183,017 person days of direct employment: 11,467 more days of employment than – or 107% of – its agreed upon target (171,550).
- The PEIP program generated exactly \$1,904,205.00 in income for Palestinian laborers.
- On average, the PEIP program generated 262 person months of employment per calendar month, meaning that on average 262 laborers were employed each month for the 24-month period. This is 27 person months more than – or 111% of – the 235 person months per calendar month originally proposed.
- The PEIP program enabled a \$10,000 project budget to fund 813 workdays.
- PEIP's materials/salary ratio breaks down to 15%/85%, with \$347,655 spent on materials and \$1,904,205 spent directly on employment generation wages.
- By directly hiring laborers, PEIP generates true employment generation statistics and employment income figures, not contractor's estimates.

1.3.2 Environmental Improvements

- Over the 24-month program period, PEIP removed exactly 110,888 tons of solid waste from open areas, clearing approximately 1.6 square kilometers of land, or 2,564,315 square meters.

- Over the 24-month program period, the re-dirtying rate of vacant lots cleaned by PEIP was a mere 11.88%. The 13,176 tons of newly accumulated waste found in the re-dirtying survey, approximately equal to one month's production of household waste for the entire Gaza City population of more than 380,000 citizens, was re-collected.

1.3.3 Public Awareness and Neighborhood Environmental Stewardship

- PEIP's community outreach team has organized over the 24-month program period 12,234 sessions for approximately 44,693 citizens on solid waste management issues, environmental improvements, and the roles and responsibilities of the public in maintaining clean vacant lots and open areas.
- PEIP's community outreach team worked with 114 community, governmental, and non-governmental organizations, utilizing CHF's successful community participation methodology.
- PEIP initiated the formation of 17 permanent neighborhood committees on environmental cleanup implementation to propose target areas, undertake technical and environmental reviews in conjunction with PEIP engineers, develop with CHF and the Gaza Municipality a waste removal action plan, provide feedback on project implementation, and develop a sustainable site maintenance plan for the affected families, businesses and neighborhoods. These committees are still in existence and are highly active.

1.3.4 Municipal Capacity Building and Municipal Jobs Creation

- The Mayor of Gaza City has confirmed that 50 former PEIP program employees have been permanently hired by the Gaza Municipality and an additional 32 have been temporarily hired for a minimum period of three months.
- Together with municipal leaders and formal and informal citizen groups, PEIP developed clear procedures on how to develop a cleaning plan, including: ongoing surveying, data collection, technical and environmental reviews; feedback gained from specially formed neighborhood committees on environmental cleanup implementation; the establishment of collaborative efforts between citizens and local governing bodies; the development of sustainable Site Maintenance Plans and Waste Removal Action Plans per neighborhood.
- PEIP's public awareness and surveying teams worked closely with the Gaza Municipality to develop and implement a re-dirtying survey and a follow-up cleaning plan in anticipation of the PEIP program end. The re-dirtying survey and follow-up plan will be published separately by CHF and the Gaza Municipality.
- At project end, 9 public awareness staff members employed by PEIP were hired upon program end by the municipality to continue the public awareness work begun under PEIP, coordinating with the newly formed neighborhood committees and municipal surveyors on neighborhood Waste Removal Action Plans and vacant lot surveys, carrying out home, business and institutional visits, and participating in environmental summer camps for children. This municipal partnership ensures that public awareness activities will continue and thus that the chances of re-dirtying rates rising will be kept to a minimum.

1.3.5 Municipal Matching Contribution

- The PEIP cooperative agreement specified that the Gaza Municipality would contribute a match of \$819,265.00 to the USAID award of \$3,281 million. Despite the ongoing conflict, the mayor of Gaza City has informed CHF that the total Gaza Municipality contribution to the PEIP program equaled \$1,103,582.75. This amounts to 135% of the agreed upon match.

1.3.6 Vocational Training

- PEIP provided 62,634 hours of vocational training to laborers hired under the program, 1,279 more than its target of 61,355 training hours.
- The PEIP program provided vocational training courses that responded to the particular skill sets, skill needs and future job choices of each employment generation hire.

1.3.7 Media Coverage

- USAID has been prominently acknowledged in extensive mass media coverage of the PEIP program over the past two years: 29 newspaper articles appeared, 6 Palestinian television reports, and 4 Palestinian radio reports.

1.4 Primary Objective: Employment Generation

Given that the primary goal of the original USAID APS under which the PEIP program was funded (No. 294-2001-006) was emergency employment generation, it is worth bearing in mind that while a USAID funded emergency employment generation program constructing stone terraces in rural Nablus enables a \$10,000 project budget to fund 570 workdays,² the CHF PEIP program enabled a \$10,000 project budget to fund 813 workdays, an increase of 43%.

In addition, while the materials/salary ratio of a traditional emergency employment generation program funding 285 workdays would normally break down as 60%/40%, the materials/salary ratio for the PEIP program breaks down as 15%/85% (\$347,655 in materials / \$1,904,205 in salary).

Whereas the World Bank reports that most individuals benefiting from job-creation projects do so for less than 2 months, the PEIP program employed the majority of its employment generation hires for a 24-month period.³ This long employment period provided a stable family income for a much longer period of time and increased the likelihood of future employment due to a longer job history and extensive vocational training opportunities provided within the program.

By employing laborers directly, CHF could ensure that they were selected according to strict poverty and unemployment criteria in a transparent manner. In conjunction with local NGOs, the Ministry of Labor, the Palestinian Federation of Trade Unions and the municipalities, CHF employed a very thorough and detailed system of screening potential workers that ensured that those employed under the program were

- single breadwinners of a large nuclear or extended family,
- female breadwinners wherever possible,
- not employed elsewhere, and
- without a sibling or other extended family member employed by the program.

In so doing, CHF could guarantee that the neediest families benefited from the program and that there was the widest possible dispersion of program benefit across the population.



The PEIP program has generated 183,017 person days of employment, representing \$1,904,205 in income for Palestinian families. To earn their share, PEIP laborers removed 110,888 tons of solid waste from open areas of Gaza City, making approximately 1.6 square kilometers of open land safe for children to play in.

² USAID West Bank and Gaza, "Spotlights: Reviving Stone Terracing in Rural Nablus," December 2002, http://www.usaid.gov/wbg/spotlight_6.htm.

³ A small number of laborers were hired for less than the full 24-month program period. Reasons for this include: 1) fluctuations in the US Dollar-New Israeli Shekel exchange rate allowed for the hire of more laborers than originally planned; 2) monies left over from within the project budget allowed for the hiring of extra laborers during the last quarter of the program; and 3) laborers who found other work left the program, allowing for new replacement hires.

Thus, the PEIP program is an excellent model for job-creation programs in the Palestinian Territories, one which

- produces outstanding employment generation results,
- develops sustainable community environmental awareness, management skills and commitments,
- supports sorely needed municipal waste collection efforts in both the short and long term, and
- is easily and effectively replicated in other areas.

2 Staffing

The following persons made up the management team:

Name	Title
M. Lovick	Country Director
L. Zonneveld	Program Director
T. Zourob	Deputy Program Director
N. Jamala	Senior Engineer
N. Zakout	Senior Community Services Specialist
A. Skaik	Financial Controller
Z. Lababidi	Training Coordinator

On June 1, 2003 Matthew Lovick, CHF Country Director for the West Bank and Gaza, was transferred to assume a new post serving as Country Director for CHF's USAID-funded ICAP program. In consultation with USAID, CHF will appoint a new Country Director. Until that time, Theresa Truax has assumed the position of Country Liaison, and serves as CHF's primary point of contact with the USAID West Bank and Gaza Mission.

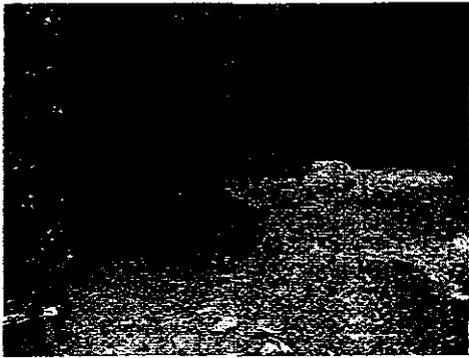
3 Current Activities

3.1 Audited Progress to Date

All of CHF's programs in the West Bank and Gaza and around the world are subject to an individual contract compliance and financial audit on a yearly basis by program. In the West Bank and Gaza, CHF contracts with Deloitte-Touche Tomatsu to carry out the yearly audit. This process involves a full-fledged, five-week contract compliance and finance evaluation. The PEIP program underwent this process twice during program life. Last year's audit found that everything was in order. The independent audit firm was commissioned to conduct an audit to determine

- compliance with USAID regulations,
- program implementation progress in accordance with the proposed timeline, and
- assurance that matching contributions were in accordance with the value anticipated.

3.2 Current Status



The PEIP program implements environmental improvement at the same time that it ensures cleanup sustainability through the promotion of public environmental custodianship and municipal-community collaboration.

The PEIP program has met with unprecedented success and has consistently produced in excess of planned targets.

During the period April 1 through May 25, 2003, all field employees were in the field the full working day. PEIP offices did not close for a single day during this period.

PEIP program field activities ended May 25, 2003, and 333 direct employment generation hires were released from their employment with CHF. Data for the period under review reflects this curtailment of activities.

The completion date of the PEIP program, per the cooperative agreement signed between CHF and USAID, was June 10, 2003. The Gaza Municipality and the Gaza citizenry remain in great need of employment generation activities that support municipal services and safeguard public health and the environment and therefore on May 9, 2003, CHF submitted a proposal for a contract amendment to the PEIP program for \$1,419,392 in order to extend the PEIP program for an additional 12 months, unifying its contract end with the PEIP/VTP program funded under USAID's JOBS initiative. This contract amendment/program extension would have

- created over 80,000 additional person days of much needed emergency employment in the Gaza Strip,
- generated approximately \$900,000 of additional emergency income for the population of Gaza,

- improved the quality of life for the residents of Gaza City by removing approximately 40,000 cubic meters of solid waste from approximately 1,150,0 square meters of public areas,
- furnished over 25,000 hours of vocational training to unskilled and difficult to employ members of the economically active segment of the population of Gaza, and
- leveraged over \$350,000 in matching contributions for the program.

On May 15, 2003, USAID decided that because of the severe limitations on CSP funding, the request for extension would not be granted. The PEIP team and the Gaza Municipality were very disappointed that the extension was not awarded.

3.2.1 Employment Generated

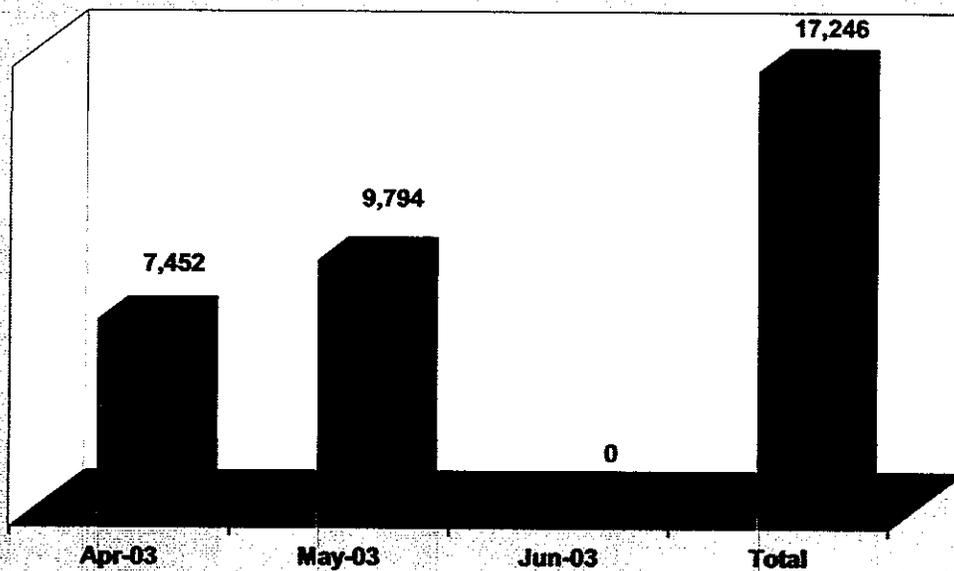
Job creation is the key component of the PEIP program. The PEIP cooperative agreement specified that the program was to generate 171,550 person days of direct employment. Despite the ongoing conflict, PEIP generated 183,017 person days of direct employment (6,017 person months): 11,467 more days of employment than – or 107% of – its agreed upon target. On average, during each calendar month, 262 person months of employment was generated, meaning that the PEIP program employed on average 262 laborers each month for the 24-month period. This is 27 person months more than – or 111% of – the planned 235 person months per calendar month in the original program proposal document.

In addition, the PEIP program generated exactly \$1,904,205.00 in income for Palestinian laborers.

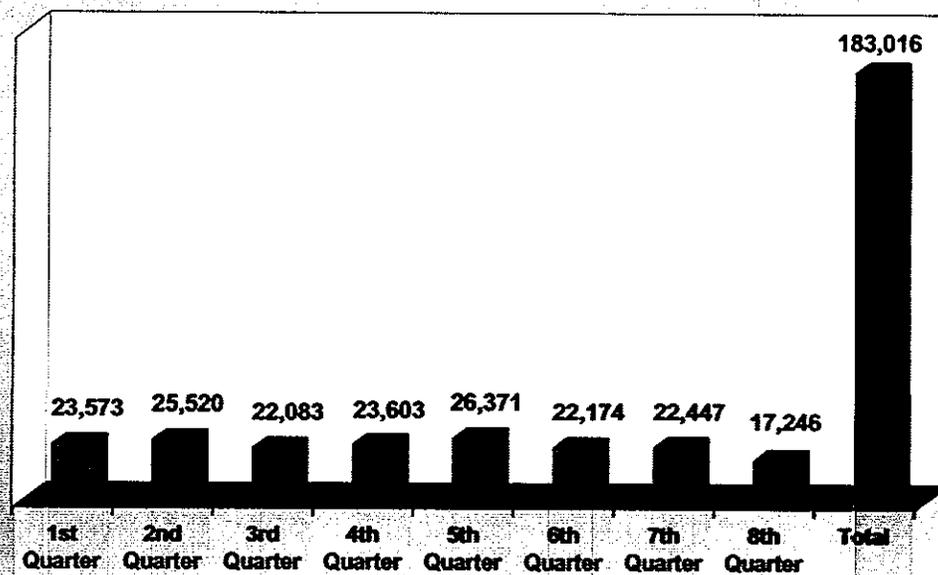
During the quarter under review, 17,246 person days of employment were generated, providing \$188,926.71 in income for Palestinian families.

The following graphs represent the number of person days of employment created and the amount of employment income generated during the current reporting period and to date. It should be noted here that because PEIP directly hires employment generation workers, the figures presented below are true employment generation statistics and employment income figures, not contractor's estimates.

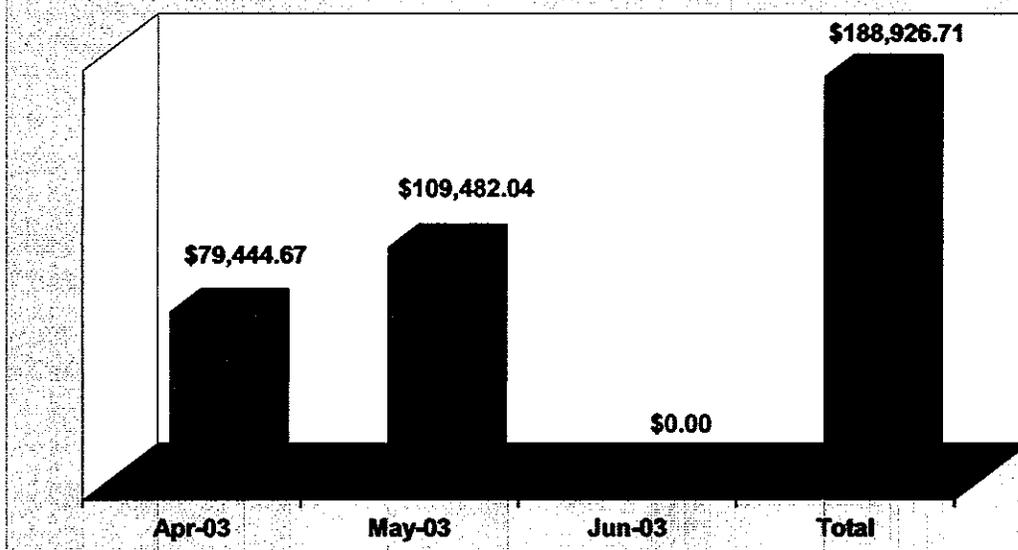
Person Days of Employment Generated in Quarter



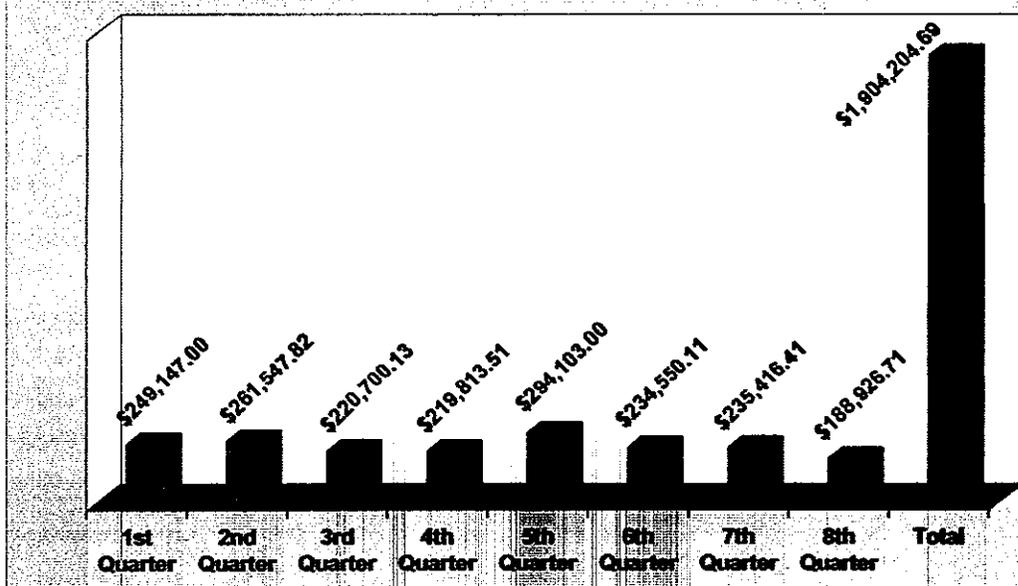
Person Days of Employment Generated to Date



Employment Income Generated in Quarter



Employment Income Generated to Date



3.2.2 Environmental Improvement and Waste Collected

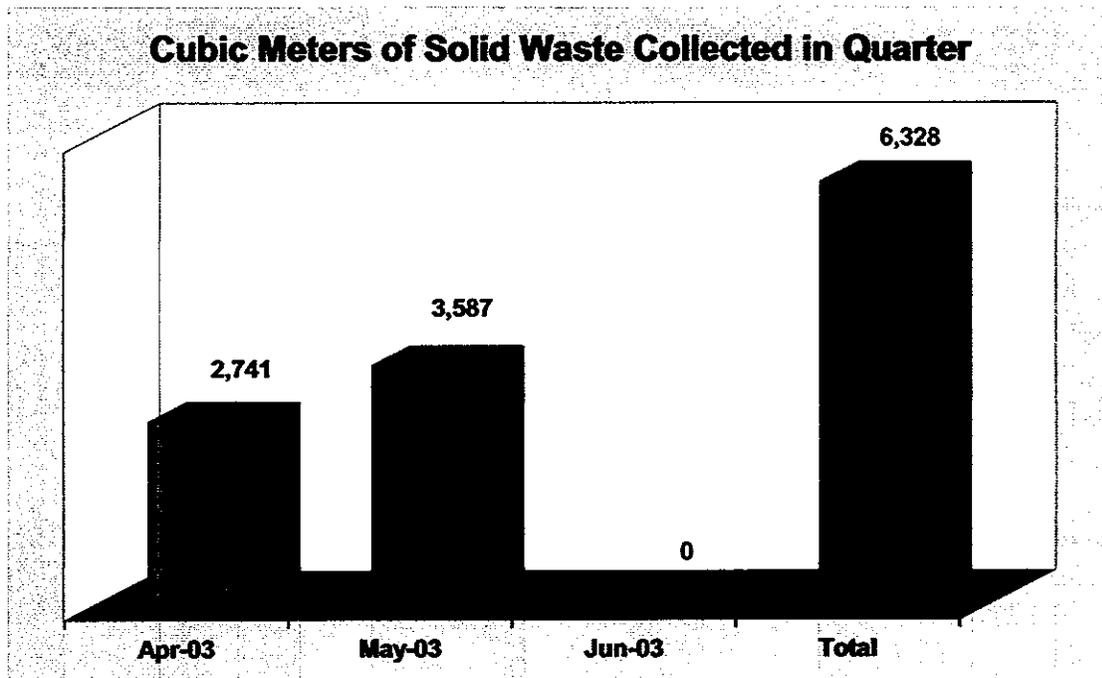
Over the 24-month project period, the PEIP program substantially improved local environment, public hygiene and overall quality of life in Gaza City by removing more than 110,000 tons of solid waste from open areas and clearing approximately 1.6 square kilometers of land, or 2,564,315 square meters.

In comparison, the regular Gaza City municipal solid waste collection scheme collects about 324,000 tons of solid waste over a 24-month period. The Gaza Municipality expressed their gratitude to CHF and USAID for having made available the resources to address the problem of solid waste removal from open areas. Most Palestinian towns, including Gaza City, do not possess a system or the means to address this problem.

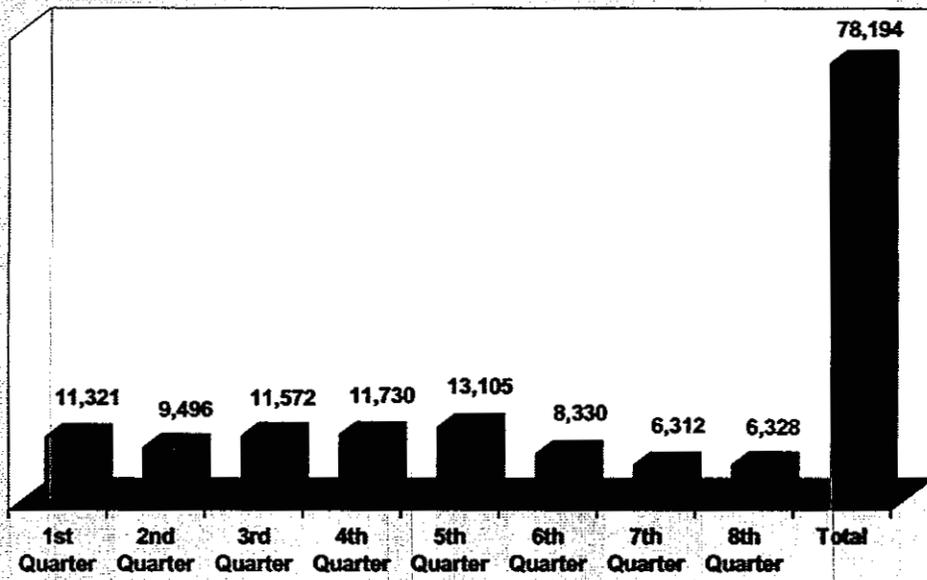
At program's end, the re-dirtying survey indicated that only 13,176 tons of newly accumulated waste was found, a mere 11.88% of the total amount removed by the program. This amount was re-collected after the survey. The 13,176 tons of waste re-accumulated over the course of the 24-month program period in vacant lots previously cleaned by the PEIP program is approximately equal to one month's production of household waste for the entire Gaza City population of more than 380,000 citizens (13,500). At the current re-dirtying rate of 11.88%, it will take approximately 17 years to re-accumulate the tonnage of waste removed from open areas by the PEIP program.

In the period under review, PEIP's waste removal action plan concentrated on public lands in 13 Gaza City neighborhoods: North Remal, South Remal, Sabra, Toffah, Nasser, Sheikh Radwan, Old City, Daraj, Tel El Hawa, Beach Camp, Zeitoun, Sheikh Ejeen, and Turkman. 9,063 tons (6,328 cubic meters) of solid waste was removed from 52,000 square meters of open land.

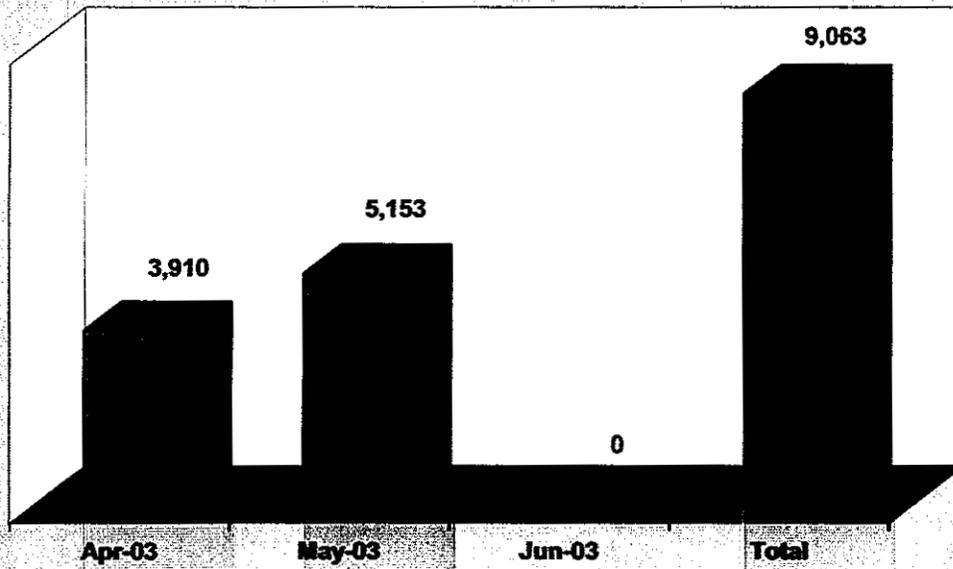
The cleaning activities, public awareness activities and surveys were set up and implemented simultaneously in order to ensure efficiency, effectiveness, and sustainability.



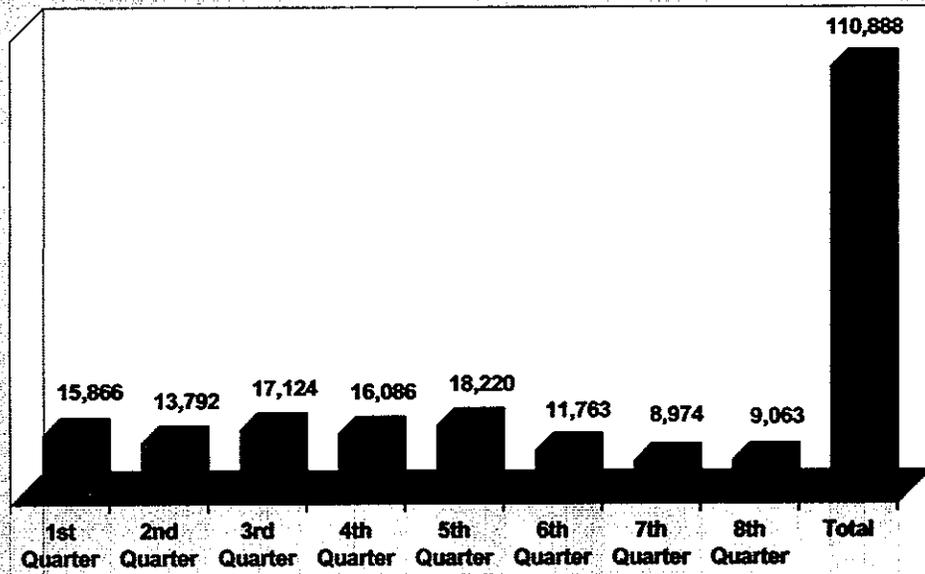
Cubic Meters of Solid Waste Collected to Date



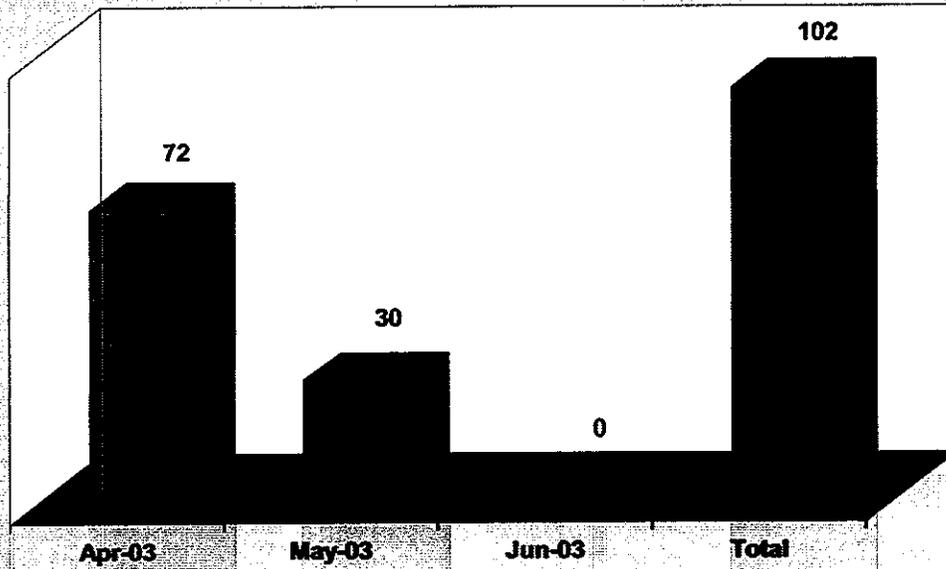
Tons of Solid Waste Collected in Quarter



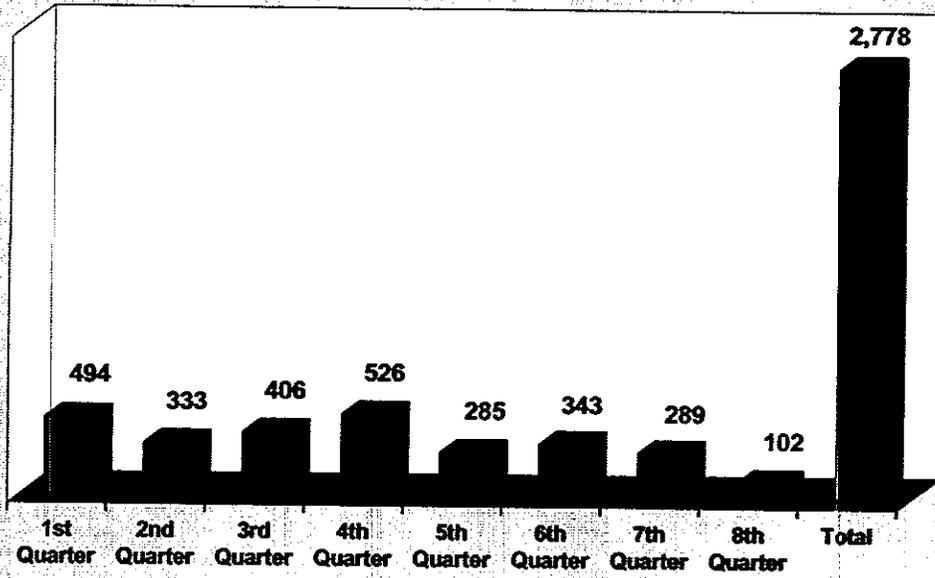
Tons of Solid Waste Collected to Date



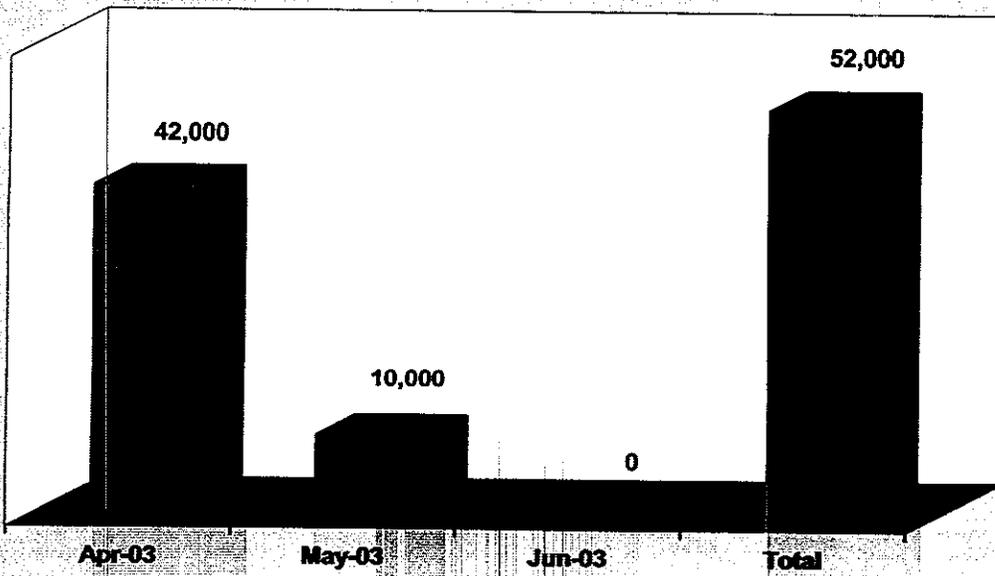
Number of Vacant Lots Cleaned in Quarter



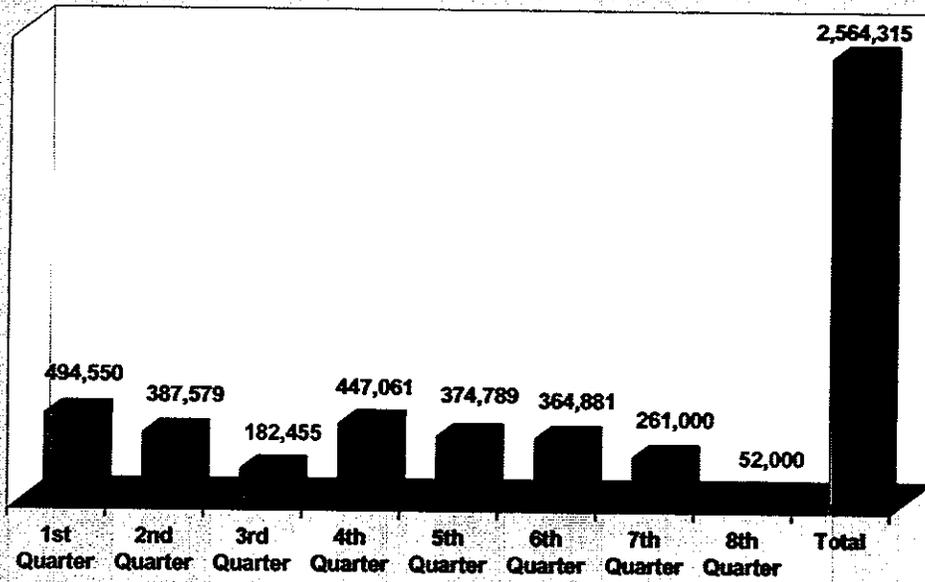
Number of Vacant Lots Cleaned to Date



Square Meters of Vacant Lots Cleaned in Quarter



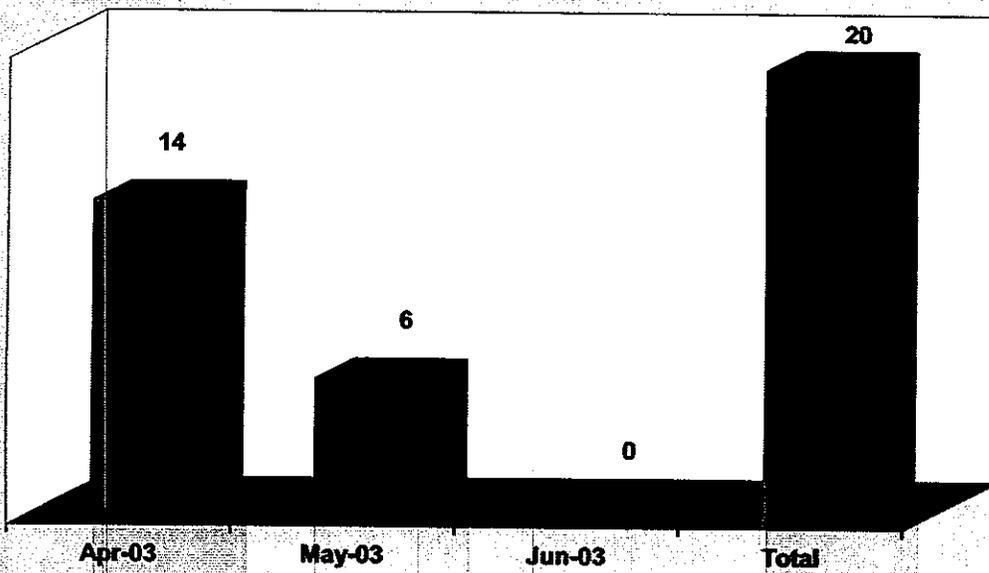
Square Meters of Vacant Lots Cleaned to Date



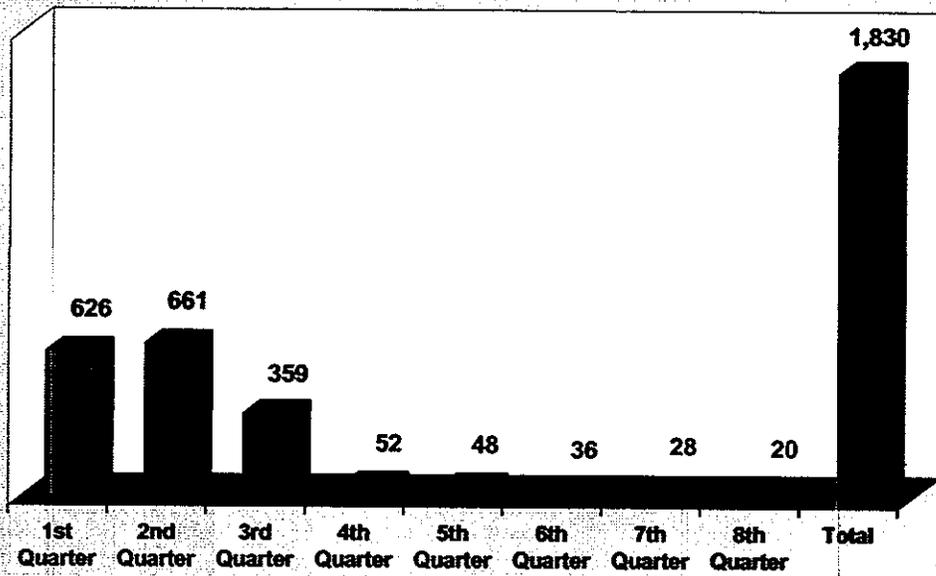
3.2.3 Survey of Waste Accumulation

On a daily basis, PEIP's surveyors reviewed the data initially compiled from the baseline survey. Then CHF worked with the Gaza Municipality to adjust the waste removal action plan for each neighborhood and vacant lot.

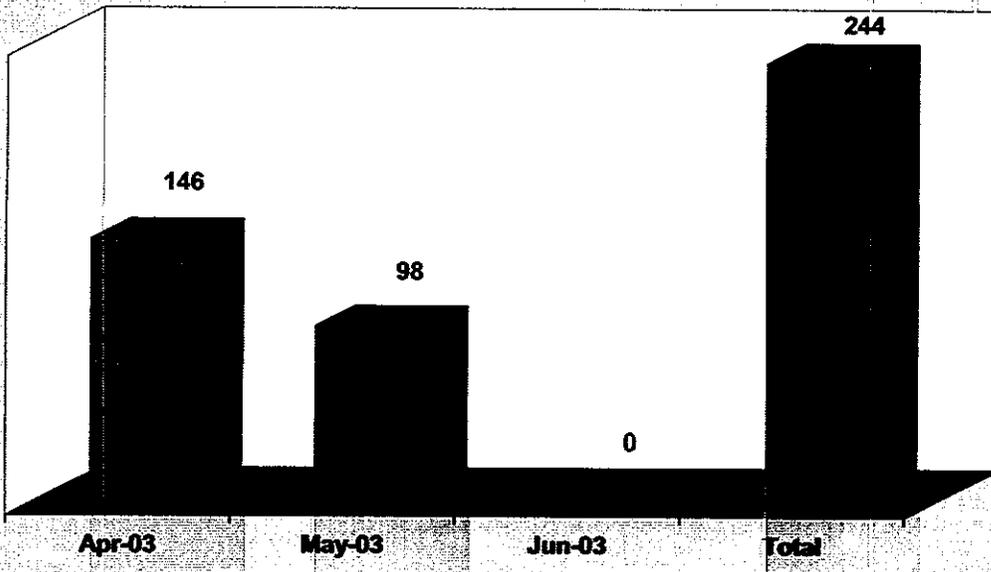
Number of Surveyed Vacant Lots in Quarter



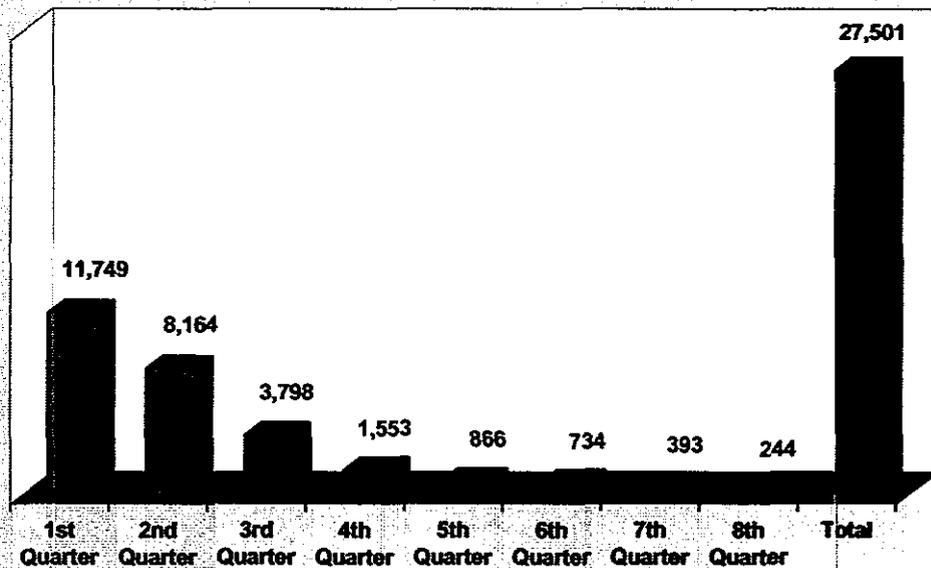
Number of Surveyed Vacant Lots to Date



Surveyed Volume (m³) of Solid Waste in Quarter



Surveyed Volume (m³) of Solid Waste to Date



3.2.4 Public Awareness Program

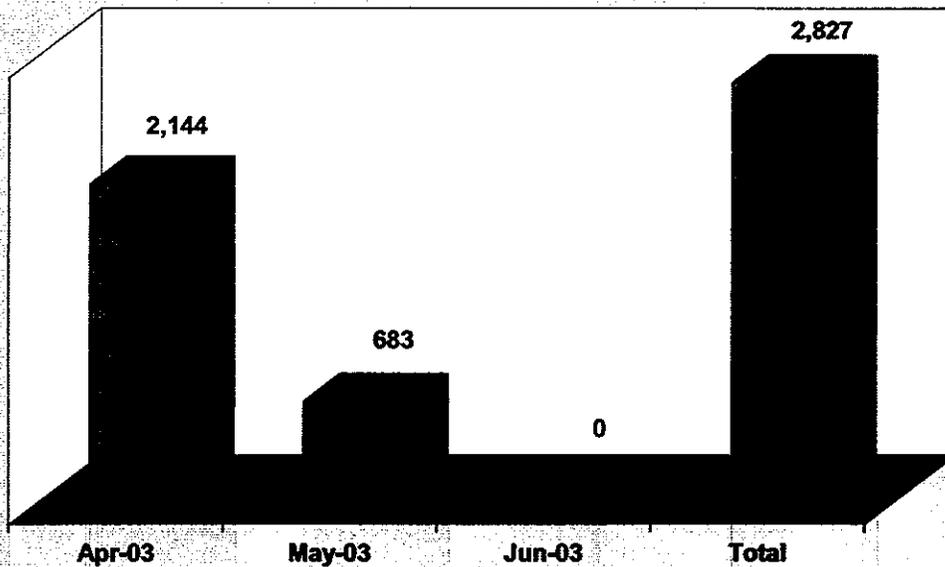
In conjunction with its municipal partner, CHF implemented the public awareness plan that accompanies the surveying activities and waste removal action plan for each individual neighborhood.

In the period under review, the 15 public awareness staff members made home visits to 437 homes in the Old City, Daraj, Zeitoun, Nasser, Sheikh Radwan, Sabra, Remal North, Sheikh Ejleen, Remal South, Toufah and Tel El Hawa, in which more than 751 women participated. The purpose of these visits is to discuss citizen's participation and responsibilities in keeping the vacant lots clean.

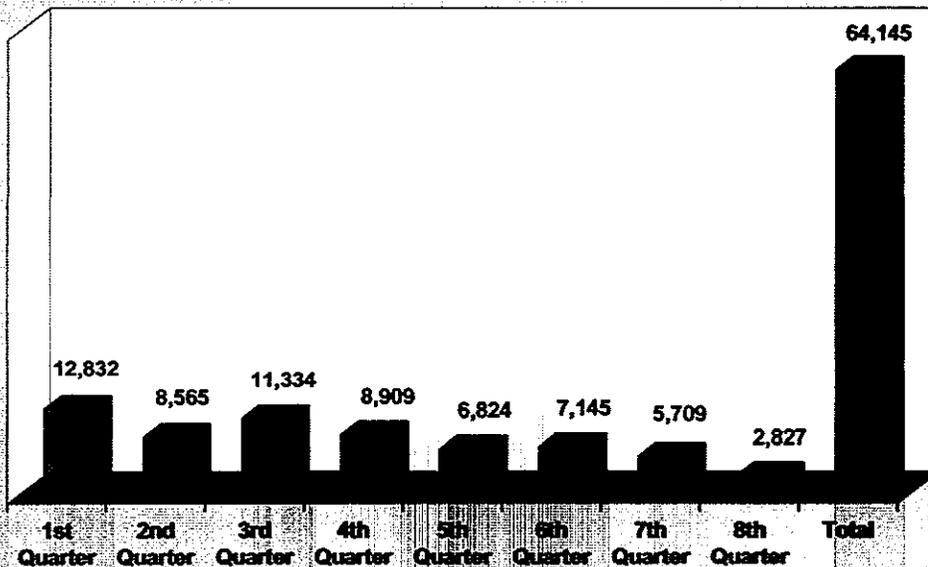
- 2 neighborhood general meetings were held in which 205 people (women, men and children) participated.
- 13 neighborhood central meetings were held in which 104 people (women, men and children) participated.
- The public awareness team worked closely with the surveying team to revisit public lands which were previously cleaned by CHF. In some cases, there was new accumulation of construction debris. This phenomenon was discussed with the Gaza Municipality and a follow-up plan was composed to address this problem. During the last quarter, the male surveying team visited 422 shops and 585 persons in the Gaza City main streets, to discuss how to keep the areas around the stores clean.
- The public awareness staff worked with 16 schools in Gaza City in cooperation with the Ministry of Education (directorate of school health) to increase the awareness for children about environmental improvements. These visits targeted more than 380 students.

The following graphs represent the number of beneficiaries of PEIP public awareness activities during the current reporting period and to date. Beneficiaries include those who attended informational sessions on environmental awareness and stewardship, and those who received public outreach materials produced and distributed by the PEIP program.

Public Awareness Program Beneficiaries in Quarter



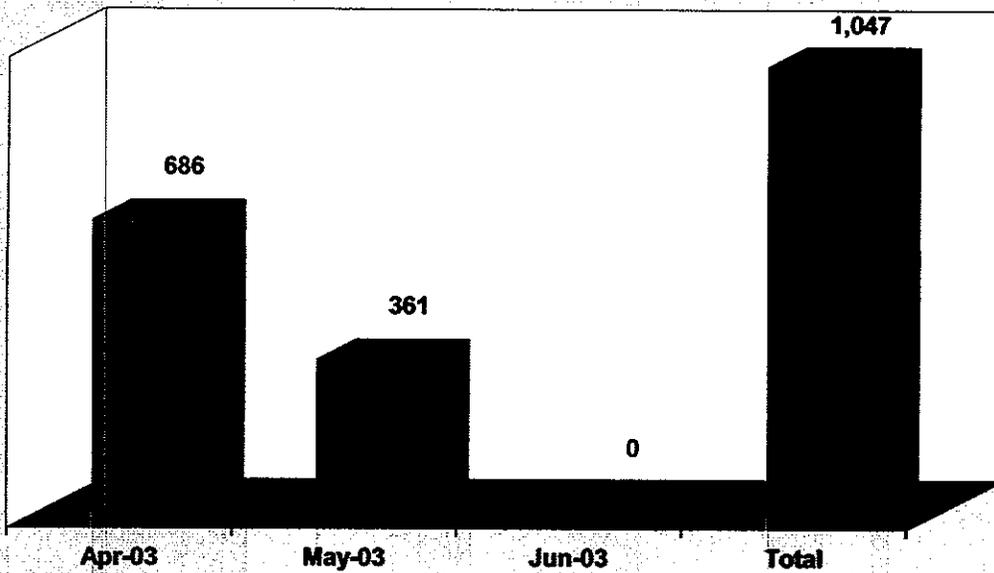
Public Awareness Program Beneficiaries to Date



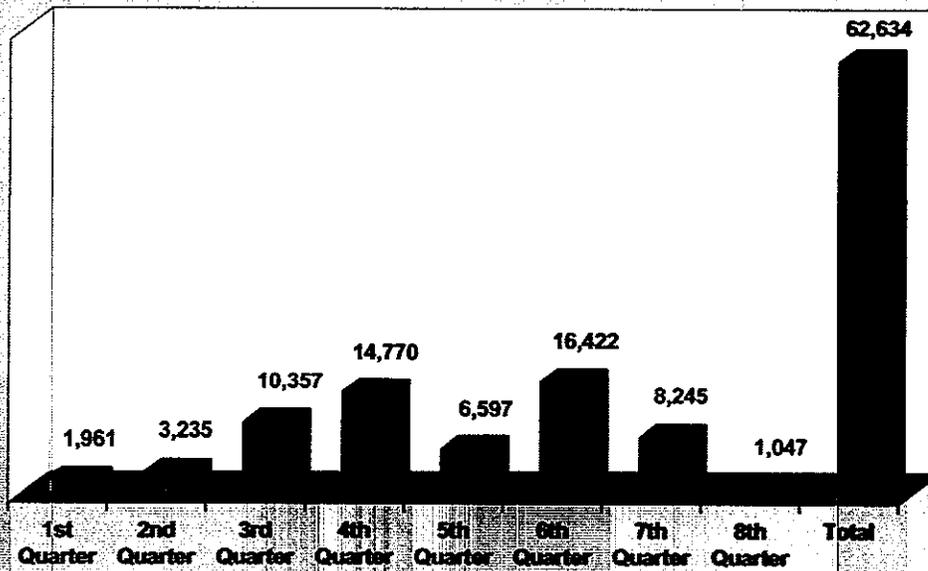
3.2.5 Vocational Training

Once the Individual Worker Vocational Training Needs Assessment was completed, CHF began implementing its vocational training program in month two of the program. The CHF Employment Generation Program vocationally trains at least 190 people. They receive pay for 8.3% of their working time to attend training sessions. The calculation of hours is as follows: 8.3% is 2.16 working days per month. One working day is 6.5 hours (6 days per week). 190 persons x 6.5 hours x 2.16 days x 23 months (2 years minus 1 month holidays) = 61,355 trainee hours in total. This is 2,668 hours per month. Each one of the CHF hires received approximately 26 days of training per year.

Vocational Training Hours Provided in Quarter



Vocational Training Hours Provided to Date



The development and planning of vocational training within the PEIP program undergoes a rigorous training needs surveying and inventory process, submitted to and approved by USAID. During the quarter under review, the following vocational training courses were provided:

- hairdressing (3);
- rehabilitation;
- video montage; and
- Palestinian labor law.

3.2.6 Municipal Partnership

As the socio-economic situation in the Gaza Strip and West Bank deteriorates, municipalities find themselves in increasing financial difficulties, and sometimes have to reevaluate their priorities for service provision. CHF is proud of the fact that the Gaza Municipality assigned the PEIP program high priority within its budget. The Memoranda of Understanding signed between CHF and the Gaza Municipality has been fully respected, and despite the current difficulties, municipal matching contributions exceeded planned and agreed-upon targets.

The USAID value of the PEIP project was \$3.281 million, while the PEIP cooperative agreement specified that the Gaza Municipality would contribute a match of \$819,265.00. The mayor of Gaza City has informed CHF that the Gaza Municipality contribution to the PEIP program was \$1,103,582.75. This amounts to 135% of the agreed upon match.

Furthermore, the mayor of Gaza City has confirmed that 50 former PEIP program employees have been permanently hired by the Gaza Municipality and an additional 32 have been temporarily hired for a minimum period of three months. In addition, at project end, 9 public awareness staff members employed by PEIP were hired by the municipality to continue the public awareness work begun under PEIP, coordinating with the newly formed neighborhood committees and municipal surveyors on neighborhood Waste Removal Action Plans and vacant lot surveys, carrying out home, business and institutional visits, and participating in environmental summer camps for children. The PEIP cooperative agreement stipulated that 55 new municipal jobs would be created.

During the period April 1 through June 10, 2003, CHF and the Gaza Municipality continued their cooperation on the program.

The Gaza Municipality has stated on numerous occasions that they would like to see an extension of the PEIP program for another year. Much needed employment generation activities could focus on the fencing of vacant lots using locally available materials, and the upgrading of municipal sports fields and other recreational areas for children in Gaza City. CHF and the Gaza Municipality had preliminary identified comprising 120 dunams that would benefit from being fenced in so as to keep them clean. A request for funding with a cost of about \$150,000 in materials had been prepared. The lots concerned are public lands owned by the municipality. CHF could hire a new labor force for fencing operations.

In March 2002, PEIP actively pursued additional funds and submitted a request for funding under USAID's Emergency Rapid Response Request. The funds were specifically requested for contracting out waste re-transport to the municipal landfill. In addition, funds were requested to hire additional laborers, female and male. PEIP has been very successful in hiring and managing a workforce of over 240 persons. It remains feasible for CHF to hire additional laborers at very short notice without compromising the present quality of program implementation, and thereby to generate additional person months of employment at a very low cost.

Dr. Emad Shaath, the deputy mayor of Rafah Municipality, the most southern Municipality in the Gaza Strip, called CHF on July 3, 2003, to inquire as to whether CHF might be able to collaborate with the municipality to implement an environmental improvement/employment generation project in Rafah. The purpose of this project would be to conduct a series of citywide clean-up activities in vacant lots and public spaces.

Colonel Musa Abdel Nabi, who works with PA Minister of Security Mohamed Dahlan, approached CHF on July 8, 2003 to inquire as to whether CHF might be able to collaborate in Gaza City and in the Gaza North municipalities on the current wall painting campaign.

July 9, 2003, the Municipality of Jabaliya sent a letter to CHF requesting assistance in wall painting.

3.2.7 Coordination with Community Organizations

This quarter, the PEIP community participation, public awareness, and vocational training units worked with some 33 community organizations, including many local Palestinian NGOs. Twenty-one of these entities provided vocational training for CHF trainees, while 19 participated in PEIP's public awareness and community participation campaigns. In addition, CHF worked with 16 schools, and organized 15 neighborhood meetings, in which approximately 309 people participated.

3.2.8 Sustainability

As a labor-intensive emergency employment generation program which consistently outperforms its objectives, PEIP's sustainability potential – measured through community maintenance of cleaned lots – is considerable due to the program's successful community participation methodology, public awareness campaigns, and municipal partnership. An emphasis on needs-based vocational training also adds to the sustainable impact of the program.



Preparing for the future by promoting environmental awareness and stewardship among the youth at a PEIP school cleaning camp in Gaza City. PEIP's community outreach team has organized 12,234 sessions for approximately 44,693 citizens on solid waste management issues, environmental improvements, and the roles and responsibilities of the public in maintaining clean vacant lots and open areas.

3.2.8.1 Environmental Cleanup and Improved Public Hygiene

In the case of CHF's PEIP program, the primary "physical end result" to be subjected to sustainability scrutiny is environmental improvement. Previous to the start of PEIP/VTP, municipal resources in the program areas had never been used to address the thousands of open sites where dirt, litter and debris had accumulated over many years. Many of the public land, lots and beachfronts were filled with mountainous and often dangerous solid waste, posing a significant public health hazard as breeding grounds for disease carrying rodents, vectors, flies, poisonous snakes and other vermin.

Through the PEIP program, important health and sanitation needs of densely populated urban areas have been significantly met.

As of program end, the PEIP program has removed 78,194 cubic meters, or 110,888

tons, of solid waste from urban spaces, leaving 2,564,315 square meters of open land clean and safe areas for children to play in. Because much of the solid waste removed had accumulated over the course of many years and even decades, the environmental impact of such a widespread cleanup will be felt for years to come.

Furthermore, due to the emphasis placed on environmental awareness campaigns, community participation and municipal partnership, over the two-year life of CHF's PEIP program the re-dirtying rate of vacant lots cleaned by the program approached only 11.88%. At this rate, it will take an additional 17 years to re-accumulate the tonnage of waste removed by the PEIP program. PEIP program capacity building within the Gaza Municipality and within local neighborhoods should contribute to maintaining this re-dirtying rate (see below).

3.2.8.2 Public Awareness and Environmental Stewardship

The PEIP program also creates sustainable impacts by increasing public awareness of the environment and promoting environmental stewardship among communities that are directly affected by environmental clean-up. The development of public environmental awareness and stewardship can ensure that the means by which the objective of maximizing job creation is made sustainable into the future. In other words, if the PEIP project is creating jobs by cleaning up the environment, it must be ascertained that the environment will be maintained in the future and that changes are introduced into the public practice of discarding solid waste in open public spaces and vacant lots. Thus, CHF places great emphasis on its public awareness campaigns and community outreach work so as to secure substantive community commitments to the sustainability of program infrastructure (environmental cleanup and solid waste management) following program end.

It is CHF's working assumption that in the ongoing absence of municipal revenue, much of the sustainability of environmental cleanup efforts must and will devolve to the affected communities who will work in partnership with local governing bodies to come up with creative ways of dealing with solid waste management. Coupled with CHF's municipal partnership and work with local governance bodies, PEIP's significant and successful community participation and public awareness methodology has played a large part in the low re-dirtying rates experienced by the program thus far. This is achieved through

- daily home, business and institutional visits;
- monthly and weekly neighborhood meetings;
- joint work with citizens groups, local women's organizations, local private organizations, and NGOs; and
- school clean-up campaigns, summer camps, environmental awareness activities, and input in national school health and environment curricula.

PEIP's community development and public awareness units employed one full-time community participation management staff member who has more than eight years of experience with the Municipality of Gaza in public awareness and community participation programs in solid waste management issues, and fifteen full-time female public awareness field staff.

In addition to municipal and community leaders who are involved in monthly neighborhood general meetings, neighborhood central meetings, and ongoing individual meetings with PEIP staff, CHF involves citizens' groups, local women's organizations, local private organizations, and NGOs in cleanup efforts in an attempt to gain necessary community involvement and participation. On a daily basis, the PEIP/VTP public awareness teams make home visits to discuss citizen's participation and responsibilities in keeping the vacant lots clean.

3.2.8.3 Municipal and Neighborhood Capacity Building

Prior to the PEIP program, the Gaza Municipality had no clear picture of the number and sanitation status of the vacant lots in their city, nor had they developed rational and efficient plans for the ongoing cleaning of their public lands. The only management tool used to dispose of accumulated waste in vacant lots and public areas was the launching of crash cleaning campaigns every now and then for specific, targeted areas.

Developed in cooperation with municipal leaders and formal and informal citizen groups, the PEIP/VTP program has established clear procedures on how to develop a cleaning plan. This process includes

- ongoing surveying, data collection, technical and environmental reviews,
- feedback gained from specially formed neighborhood committees on project implementation,
- promoting collaborative efforts between citizens and local governing bodies,
- developing sustainable Site Maintenance Plans and Waste Removal Action Plans per neighborhood.

Following CHF's successful community participation methodology, neighborhood committees are formed to propose target areas, undertake technical and environmental reviews in conjunction with PEIP/VTP engineers, develop with CHF and the Gaza Municipality a waste removal action plan, provide feedback on project implementation, and develop a sustainable site maintenance plan for the affected families, businesses and neighborhoods. The waste removal action plans for each neighborhood in the program area are then regularly updated by CHF staff, the municipality and the benefiting communities.

PEIP's public awareness and surveying teams worked closely with the Gaza Municipality to develop and implement a re-dirtying survey and a follow-up cleaning plan in anticipation of the PEIP program end. The re-dirtying survey and follow-up plan will be published separately by CHF and the Gaza Municipality.

By using the Gaza Municipality as a key partner, CHF's PEIP program worked to enhance the capacity of local government to undertake collaborative efforts between citizens and outside parties in the solution of solid waste management problems. In permanently hiring 50 former PEIP employees and retaining the 11 municipal employees seconded to PEIP, the Gaza Municipality has demonstrated its commitment to carrying on the many activities and processes that made up the PEIP cleaning plan, including the extensive public awareness and community outreach activities. Thus, while a small number of lots will re-accumulate

some solid waste, the municipality and the community will continue to work together to develop creative strategies for keeping them clean.

3.2.8.4 Vocational Training

The PEIP vocational training program was designed to meet the specific job training needs of the individual employment generation hires, providing vocational training during approximately 8.3% of the work week in preparation for alternative employment at project end. This was done through

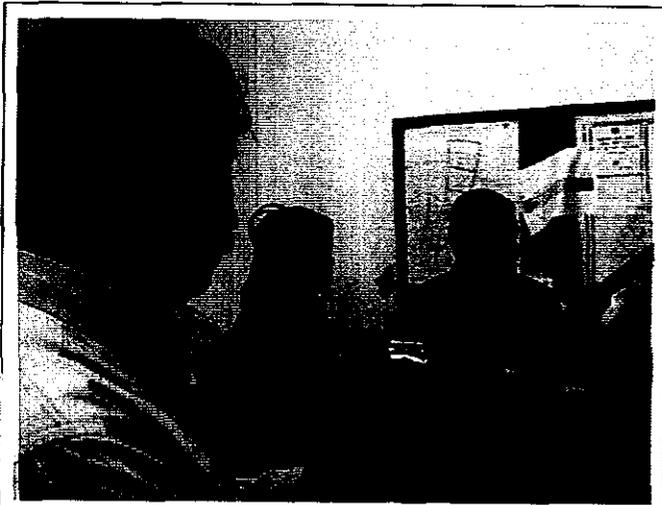
- individualized training needs surveys which assess the desired future job and skill set of each employee, and
- the location of appropriate training courses in the community.

The development and planning of vocational training within the PEIP program underwent a rigorous training needs surveying and inventory process, submitted to and approved by USAID. Emphasis was placed on the succinct identification of the particular skill set of

each employee and its gaps. Thus, training varied according to the skill set of the individual worker, with some needing basic literacy skills while others benefited from computer training or interviewing techniques.

Within the PEIP program, most of the employment generation hires expressed their wish to acquire skills that are needed in their communities, making their future job selection based on their own knowledge of the job market.

In addition, PEIP employment generation hires were provided with training on Palestinian Labor Laws, providing them with the skills necessary to do an appraisal of work conditions, contracts and their legal rights and responsibilities.



Working to meet the specific skills training requirements of individual laborers, PEIP offered a video and montage course in Gaza City. PEIP provided 62,634 hours of vocational training to laborers hired under the program.

3.2.9 Beneficiaries and Impact Indicators

In the original program proposal, CHF had identified strategic objectives, intermediate results and preliminary impact indicators for each of the principal areas of activity.

CHF has prepared a detailed plan to monitor and evaluate the effectiveness and impact of the program, including quantitative and qualitative indicators specific to each activity. During this quarter, CHF participated in meetings with USAID, Good Shepherd Engineering & Computing Company, and other grantees on the monitoring of community services programs and emergency employment generation programs using USAID's Geographic Information System.

The following impact indicators are part of the PEIP monitoring and evaluation plan.

1. Employment generation monitoring and evaluation

- Person months of direct employment created per month;
- Person months of spin-off employment created per month; and
- Number of person months of employment generated for women.

2. Surveying and identification of waste to be removed

- Number of vacant lots with accumulated wastes surveyed per month, and per neighborhood;

- Area of vacant lots surveyed per month, and per neighborhood;
- Volume of waste surveyed per month, and per neighborhood; and
- Weight of waste surveyed per month, and per neighborhood.

3. Waste collection monitoring and evaluation

- Number of vacant lots with accumulated wastes cleaned up per month, and per neighborhood;
- Area of vacant lots cleaned up per month, and per neighborhood;
- Volume of waste collected per month, and per neighborhood; and
- Weight of waste collected per month, and per neighborhood.

4. Public awareness monitoring and evaluation

- Number of public awareness materials produced;
- Number of beneficiaries of public awareness materials, disaggregated by gender;
- Number of beneficiaries of home visits and meetings, disaggregated by gender;
- Number of vacant lots and their volume of waste that need cleaning again after previous CHF cleaning , per neighborhood;
- Number of citizens and establishments aware of their responsibilities in maintaining the cleaned lots, per neighborhood; and
- Number and quality of partnerships developed, per neighborhood.

5. Vocational training

- Number of people trained;
- Number of training hours given;
- Number of persons and training hours for women; and
- Number of trained people who find a job after the CHF program has finished.

3.3 USAID Performance Monitoring Plan

- According to the work plan, 50,000 cubic meters of solid waste was to be collected over the course of the entire program, per quarter $50,000/8=6,250$ m³. This quarter, 6,328 cubic meters have been collected.
- According to the work plan, 61,355 hours of vocational training was to have been provided over the course of the entire program, per quarter 7,669 hours. This quarter, 1,047 hours of vocational training was provided.
- According to the work plan, 171,550 person days of employment was to have been generated over the course of the entire program, per quarter 21,444 person days. This quarter 17,246 person days of employment were generated.
- According to the work plan, it was estimated that \$1,897,417 would be generated in income for direct employment beneficiaries over the course of the entire program, per quarter \$237,177. This quarter, \$188,927 was generated.

The output indicators for the period from June 11 2001 thru June 10, 2003 can be summarized as follows:

Output	Planned for year 1	Actual results for year 1	Planned for entire program period
Direct employment generation	85,775 person days of employment (2,820 person months)	94,721 person days of employment (3,114 person months)	171,550 person days of employment (5,640 person months)
Income generated by employment hires	\$948,709	\$951,208.46	\$1,897,417
Direct beneficiaries per month	235 persons X 6.9 average family size = 1,622 persons	271 persons X 6.9 average family size = 1,870 persons	235 persons X 6.9 average family size = 1,622 persons
m ³ solid waste collected	30,000 m ³	44,119 m ³	50,000 m ³
M ² cleaned	1,092 dunams	1,512 dunams	1,700 dunams
Training hours provided	30,678 hours	30,323 hours	61,355 hours
Municipal matching contribution	\$409,632.5	\$464,658	\$819,265

Output	Actual results for entire program period	Planned for entire program period
Direct employment generation	183,017 person days of employment (6,017 person months)	171,550 person days of employment (5,640 person months)
Income generated by employment hires	\$ 1,904,205	\$1,897,417
Direct beneficiaries per month	262 persons X 6.9 average family size = 1,794 persons	235 persons X 6.9 average family size = 1,622 persons
m ³ solid waste collected	78,194 m ³	50,000 m ³
m ² cleaned	2,564,315 m ²	1,700,000 m ²
Training hours provided	62,634 hours	61,355 hours
Municipal matching contribution	\$1,103,583	\$819,265

3.4 Summary of Output Indicators

The output indicators for the period under review can be summarized as follows:

- 567 person months of direct employment generated;
- 9,063 tons of solid waste collected, equivalent of 6,328 m³ of solid waste;
- 92 kilometers of streets swept;
- 52,000 square meter of land cleaned;
- 102 vacant lots cleaned;
- 20 vacant lots surveyed in detail in Gaza City, which contain more than 244 m³ of solid waste;
- 2,827 persons have directly benefited from the Public Awareness activities; and
- 16 persons have been enrolled in vocational training.

4 Financial Management/Reporting

Quick Books 2000, the CHF International standard project accounting package is functioning smoothly. This is the standard CHF financial accounting package that has a pre-defined chart of accounts. The program uses a computerized payroll system, especially designed for the CHF Employment Generation Program.

5 Other Issues

None.

6 Annexes

6.1 Detailed Waste Collection Reports for Current Quarter

SUMMARY OF SOLID WASTE RECOLLECTION (25 March 2003 - 24 April 2003)

AREA	No.Of V.L	Streets(L.M)	Area In m ²	Sand&Construction Debris		Litter Collection(Plastic Bags)			Sand&Construction Debris Transferred			Total litter , sand & construction debris transferrad	
				Volume In m ³	Weight In Tons	No Of P.B	Weight In kg	Volume In m ³	No.Of Trips	Volume in m ³	Weight In Tons	Volume In m ³	Weight in tons
1- North Remal	2	0	2,150	36	54	130	780	3	5	75	113	78	113
2- Cemetery	0	60	1,400	5	7	218	1,308	5	1	15	23	20	24
3- Tal Alhawa	1	80	510	7	10	28	168	1	1	15	23	16	23
4- SH. Ejleen	14	957	14,150	112	168	723	4,338	17	9	135	203	152	207
5- Old City	25	550	9,110	247	371	553	3,318	13	14	210	315	223	318
6- Turkman	5	0	5,340	142	212	1,464	8,784	35	10	150	225	185	234
TOTAL	47	1,647	32,660	548	821	3,116	18,696	75	40	600	900	675	919

SUMMARY OF SOLID WASTE COLLECTION (25 March 2003 - 24 April 2003)

AREA	No.Of V.L	Streets(L.M)	Area In m ²	Sand&Construction Debris		Litter Collection(Plastic Bags)			Sand,Const.Debris and Litters Transferred			Total litter , sand & construction debris transferrad	
				Volume In m ³	Weight In Tons	No Of P.B	Weight In kg	Volume In m ³	No.Of Trips	Volume in m ³	Weight In Tons	Volume In m ³	Weight in tons
1- West Side Streets	0	21,410	0	536	804	832	4,992	20	60	900	1,350	920	1355
2- East Side Streets	0	13,280	0	352	528	347	2,082	8	30	450	675	458	677
3- Daraj	1	0	150	3	5	45	270	1	1	15	23	16	23
4- North Remal	1	100	250	14	21	75	450	2	1	15	23	17	23
5- South Remal	2	0	2,750	34	51	66	396	2	3	45	68	47	68
6- Schools	3	0	1,400	35	53	51	306	1	2	30	45	31	45
7- Turkman	6	830	3,390	337	505	1,832	10,992	44	25	375	563	419	573
8- Judeida	1	100	650	50	75	98	588	2	4	60	90	62	91
9- Toffah	2	0	1,600	36	54	161	966	4	4	60	90	64	91
10- Old City	9	0	220	34	51	63	378	2	2	30	45	32	45
TOTAL	25	35,720	10,410	1,431	2,146	3,870	21,420	86	132	1,980	2,970	2,066	2,991

SUMMARY OF SOLID WASTE COLLECTION (25 April 2003 - 24 May 2003)

AREA	No.Of V.L	Streets(L.M)	Area In m ²	Sand&Construction Debris		Litter Collection(Plastic Bags)			Sand,Const.Debris and Litters Transferred			Total litter , sand & construction debris transferred	
				Volume In m ³	Weight In Tons	No Of P.B	Weight In kg	Volume in m ³	No.Of Trips	Volume In m ³	Weight In Tons	Volume In m ³	Weight In tons
1- West Side Streets	0	25,860	0	568	852	1,094	6,564	26	75	1,125	1,688	1151	1694
2- East Side Streets	0	23,770	0	666	998	900	5,400	22	87	1,305	1,958	1327	1963
3- Beach&Beach Road	0	4,500	0	10	15	3,283	19,698	79	4	60	90	139	110
4- Daraj	1	50	650	24	36	65	390	2	5	75	113	77	113
5- North Remal	2	0	1,740	28	42	46	276	1	4	60	90	61	90
6- South Remal	9	340	6,880	100	149	352	2,112	8	10	150	225	158	227
7- Einaser	1	0	990	16	24	96	576	2	4	60	90	62	91
8- Cemetrals	2	160	1,400	66	98	452	2,712	11	5	75	113	86	115
9- Turkman	1	150	1,540	81	122	237	1,422	6	8	120	180	126	181
10- Judaida	3	0	1,320	40	59	260	1,560	6	5	75	113	81	114
11- Tai al haws	1	360	1,220	27	40	335	2,010	8	5	75	113	83	115
12- SH.Ejleen	1	200	1,700	29	44	85	510	2	5	75	113	77	113
13- Sabra	8	530	4,176	78	117	376	2,256	9	8	120	180	129	182
14- Old City	1	0	900	11	17	20	120	0	2	30	45	30	45
TOTAL	30	55,920	22,516	1,742	2,612	7,601	45,606	182	227	3,405	5,108	3,587	5,153

6.2 Detailed Waste Collection Reports for All Quarters

QUARTERLY REPORT 8 (2-2003)

SUMMARY OF SOLID WASTE COLLECTION (25 March-24 May 2003)

AREA	No.Of V.L	Streets(L.M)	Area In M ²	Sand&Construction Debris		Litter Collection(Plastic Bags)			Sand&Construction Debris Transferred			Total litter , sand & construction debris transferred	
				Volume In M ³	Weight In Tons	No Of P.B	Weight In kg	Volume In M ³	No.Of Trips	Volume In M ³	Weight In Tons	Volume In m ³	Weight In tons
West Side Streets	0	47,270	0	1,104	1,866	1926	11,556	46	135	2,026	3,038	2,071	3,049
Beach&Beach Road	0	4,500	0	10	15	3283	19,698	79	4	60	90	139	110
El Naser	1	0	990	16	24	96	576	2	4	60	90	62	91
Sabra	8	530	4,176	78	117	376	2,256	9	8	120	180	129	182
East Streets Of Gaza	0	37,050	0	1,018	1,528	1247	7,482	30	117	1,765	2,633	1,785	2,640
North Remal	5	100	4,140	78	117	251	1,508	8	10	150	225	158	227
South Remal	11	340	6,830	134	200	418	2,508	10	13	195	293	205	295
Judaida	4	100	1,970	90	134	358	2,148	9	9	138	203	144	205
Tourkman	12	980	10,270	559	839	3533	21,198	85	43	645	988	730	989
Toffah	2	0	1,800	38	54	181	988	4	4	60	90	64	91
Old City	35	550	10,230	292	438	838	3,816	15	18	270	405	288	409
SH. Ejleen	15	1,167	15,850	141	212	808	4,848	19	14	210	315	229	320
Tai El Haws	2	440	1,730	33	50	383	2,178	9	8	90	135	98	137
Daraj	2	50	800	27	41	110	680	3	6	90	135	93	138
Cemtries	2	220	2,800	70	105	670	4,020	16	8	90	135	108	139
Schools	3	0	1,400	35	53	51	308	1	2	30	45	31	45
TOTAL	102	93,287	65,688	3,720	5,579	14,287	85,722	343	399	5,986	8,978	6,328	9,063

ALL:-

TOTAL OF (3-2001) (4-2001) (1-2002) (2-2002) (3-2002) (4-2002) (1-2003) (2 - 2003)

AREA	No.Of V.L	Streets(L.M)	Area in M2	Sand&Construction Debris		Litter Collection(Plastic Bags)			Sand&Construction Debris Transferred			Total litter , sand & construction debris transferred	
				Volume In M3	Weight in Tons	No Of P.B	Weight in kg	Volume In M3	No.Of Trips	Volume In M3	Weight in Tons	Volume in m3	Weight in tons
West Side Streets	10	351,630	38,575	9,431	14,144	20,808	123,833	494	708	10,590	15,885	11,084	16,007
El Naser	487	31,590	368,780	4,739	7,107	14,774	88,644	355	435	6,530	9,785	6,884	9,883
AL Awda towers	2	300	1,050	122	183	510	3,060	12	9	135	203	147	208
AL Shati Camp	30	12,340	21,850	287	431	1,240	7,440	30	20	293	439	323	447
East Streets Of Gaza	0	195,815	24,110	5,033	7,547	6,308	37,848	151	308	4,576	6,862	4,727	6,901
North Remal	271	10,431	200,765	3,831	5,571	11,713	70,278	281	469	7,035	10,553	7,316	10,823
South Remal	233	7,019	220,855	2,879	4,317	13,662	81,972	328	383	5,739	8,609	6,067	8,890
Judaida	114	1,370	80,387	2,562	3,871	3,824	21,744	87	222	3,330	4,995	3,417	5,017
Toffah	262	17,515	295,129	4,392	6,365	9,745	58,470	234	495	7,425	11,138	7,859	11,198
Sabra	140	16,483	133,438	1,722	2,583	6,995	41,970	167	235	3,207	4,811	3,374	4,852
Zeiton	144	10,378	167,065	1,827	2,741	6,800	40,800	163	198	2,846	4,268	3,008	4,309
Old City	123	1,240	49,310	2,032	3,048	7,154	42,924	172	31	465	697	637	741
Tuorkman	145	4,155	108,323	2,925	5,981	10,847	65,082	260	192	2,880	4,320	3,140	4,386
Beach&Beach Road	13	98,540	20,300	699	1,048	36,871	221,226	885	45	668	1,001	1,552	1,222
Sheikh Radwan	51	22,835	69,050	1,370	2,056	3,723	22,338	89	160	2,295	3,443	2,384	3,466
Clubs	1	0	6,500	42	63	179	1,074	4	0	0	0	4	1
Cemeteries	4	220	68,380	426	639	11,072	66,432	266	20	300	450	586	516
Schools	19	350	16,630	158	236	995	5,970	24	10	150	225	174	231
Garden	2	240	2,400	49	74	155	930	4	4	60	90	64	91
Darsj	385	32,374	303,915	7,037	10,557	21,622	129,732	519	568	8,520	12,780	9,039	12,911
Tal AL Hawa	82	3,285	119,048	1,181	1,772	9,031	54,186	216	128	1,920	2,880	2,136	2,934
SH. Eljeen	289	13,237	268,980	3,452	6,664	15,364	92,304	369	268	4,020	6,030	4,389	6,123
Hospitals	1	650	6,100	73	110	299	1,794	7	6	90	135	97	137
TOTAL	2,778	831,677	2,576,936	56,065	89,105	213,309	1,279,851	5,119	4,909	73,072	109,606	78,192	110,887