



Gaza Solid Waste Management Project (P121648)

MIDDLE EAST AND NORTH AFRICA | West Bank and Gaza | Urban, Resilience and Land Global Practice |
Special Financing | Investment Project Financing | FY 2014 | Seq No: 19 | ARCHIVED on 23-Dec-2022 | ISR54273 |

Implementing Agencies: Municipal Development and Lending Fund, Palestine Liberation Organization (for the benefit of the Palestinian Authority)

Key Dates

Key Project Dates

Bank Approval Date: 31-Mar-2014

Effectiveness Date: 09-Jul-2014

Planned Mid Term Review Date: 04-Dec-2017

Actual Mid-Term Review Date: 04-Dec-2017

Original Closing Date: 30-Jun-2022

Revised Closing Date: 31-Dec-2022

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The objective of this project is to improve solid waste management services in the Gaza Strip.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

Yes

Board Approved Revised Project Development Objective (If project is formally restructured)

To improve solid waste management services in the Gaza Strip through provision of more efficient, environmentally and socially sound waste management systems.

Components Table

Name

Component 1: Solid Waste Transfer and Disposal Facilities:(Cost \$23.89 M)

Component 2: Institutional Strengthening:(Cost \$1.40 M)

Component 3: Primary Collection and Resource Recovery:(Cost \$2.20 M)

Component 4: Project Management:(Cost \$5.11 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Satisfactory
Overall Risk Rating	<input type="checkbox"/> High	<input type="checkbox"/> Substantial

Implementation Status and Key Decisions

The Gaza Solid Waste Management Project (GSWMP) has been under implementation since 2014. During the nine-year implementation period, the project was able to achieve all of the results envisioned under the project development objective (PDO) aimed at improving solid waste management services in the Gaza Strip. Around 96 percent of waste generated in the project area is disposed at the sanitary landfill constructed under the project, which became operational in 2019. The landfill, transfer stations and other ancillary facilities are serving an estimated 948,000 beneficiaries' population in the project area. The project also closed and rehabilitated three major dumpsites, covering a total area of 12.2 hectares.



An additional financing (AF) of US\$ 3.25 million (US\$2.00 million from the Global Partnership for Results-Based Approaches (GPRBA) and US\$1.25 million from the Partnership for Infrastructure Development – Multi-Donor Trust Fund Partnership (PID-MDTF) was approved in August 2020 and became effective in November 2020. The GPRBA AF provided key operational funding support for the Joint Services Council for Khan Younis, Rafah and Middle Area (JSC-KRM), solid waste service provider in southern Gaza. Improved and upgraded Standard Operating Procedures (SOPs) have been developed and adopted by the JSC-KRM since September 2020 and Key Performance Indicators (KPIs) for service delivery improvements and cost recovery were introduced. The project fully achieved all the Results-Based KPIs in four reporting periods (July 1, 2020-June 30, 2022), independently monitored and verified by an IVA. All the remaining project activities are near completion, and the project funds are expected to be fully (100%) utilized by the end of disbursement date.

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	--	<input type="checkbox"/> High	<input type="checkbox"/> High
Macroeconomic	--	<input type="checkbox"/> High	<input type="checkbox"/> High
Sector Strategies and Policies	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Technical Design of Project or Program	--	<input type="checkbox"/> Moderate	<input type="checkbox"/> Moderate
Institutional Capacity for Implementation and Sustainability	--	<input type="checkbox"/> High	<input type="checkbox"/> Substantial
Fiduciary	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Environment and Social	--	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial
Stakeholders	--	<input type="checkbox"/> High	<input type="checkbox"/> Moderate
Other	--	<input type="checkbox"/> Low	<input type="checkbox"/> Low
Overall	--	<input type="checkbox"/> High	<input type="checkbox"/> Substantial

Results

PDO Indicators by Objectives / Outcomes

Improve solid waste management services in the Gaza Strip through more efficient solid waste systems

► Percentage increase in fees collected annually within the JSC towards cost recovery (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	71.12	71.12	60.00
Date	16-Jul-2014	31-Aug-2022	31-Aug-2022	31-Dec-2022



Improve solid waste management in the Gaza Strip through more environmentally sound SW systems

▶ Contaminated land managed or dump-sites closed under the project (Hectare(Ha), Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	10.00	12.20	10.00
Date	15-Dec-2017	09-Dec-2019	15-Dec-2022	31-Dec-2022

▶ Solid Waste collected from the targeted populations, disposed in a new sanitary landfill developed under the project (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	96.31	96.31	80.00
Date	09-Jul-2014	31-Aug-2022	31-Aug-2022	31-Dec-2022

Improve solid waste management in the Gaza Strip through more socially sound SW systems

▶ Wastepickers whose lives depend on the existing SW context integrated into inclusion programs (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	16.00	16.00	16.00
Date	20-Dec-2017	18-Feb-2019	18-Feb-2019	31-Dec-2022

▶ Direct project beneficiaries (number) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	948,000.00	948,000.00	948,000.00
Date	15-May-2014	01-Mar-2022	01-Mar-2022	31-Dec-2022

□ Female beneficiaries (Percentage, Custom Supplement)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	49.00	49.00	49.00

Intermediate Results Indicators by Components

Component 1: Solid Waste Transfer and Disposal Facilities

▶ Two transfer stations in targeted area are constructed and are fully equipped and operational by the end of the project (Number, Custom)



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	2.00	2.00	2.00
Date	15-May-2014	18-Dec-2019	18-Dec-2019	31-Dec-2022
Comments:	The construction of Rafah Transfer Station was completed in December 2019. The Khan Younis transfer station has been rehabilitated and the facility started small scale medical waste treatment operation in late 2019.			
► Closure of existing dumpsites at Sofa and Dier el Balah (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	Yes	Yes
Date	01-Mar-2018	31-Aug-2022	15-Dec-2022	31-Dec-2022
Comments:	Contracts for civil works and supervision was signed in June 2021. The Sofa rehabilitation and closure works are completed (October 2022) and the Diei el Balah site is at the last stage of completion, with 95% of the civil works completed, and remaining task at the site is fully expected to be completed by project closing.			
► Interim cell is constructed in a sanitary manner to accommodate incoming MSW from target area during the construction of the new Sanitary landfill (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	01-Mar-2018	09-Dec-2019	09-Dec-2019	31-Dec-2022
► Sanitary Landfill in the Southern Gaza Strip (Sofa/Al-Fukhari) is constructed and operational (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	15-May-2014	02-Oct-2019	02-Oct-2019	31-Dec-2022
► Industrial and municipal waste disposal capacity created under the project (Metric ton, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	2,490,000.00	2,490,000.00	2,350,000.00
Date	15-May-2014	09-Dec-2019	09-Dec-2019	31-Dec-2022
Comments:	Target updated based on landfill and short-term cell design capacity. The short-term cell capacity is 350,000metric tons; The total landfill capacity is 2,350,000 metric tons.			
► Temporary jobs created (person-day) under the various activities of Component 1 (Number, Custom)				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	50,800.00	51,200.00	40,000.00
Date	15-May-2014	31-Aug-2022	15-Dec-2022	31-Dec-2022

Component 2: Institutional Strengthening

► Intended beneficiaries aware of project info. and project investments (%) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	56.00	56.00	50.00
Date	15-May-2014	31-Aug-2022	31-Aug-2022	31-Dec-2022

Comments:

► % of female project beneficiaries aware of solid waste management practices (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	69.00	69.00	50.00
Date	12-Mar-2014	31-Aug-2022	31-Aug-2022	31-Dec-2022

► Increased the participation and role of women in decision making of the JSC-KRM through formation of a “women's committee” (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	01-Jul-2020	22-Feb-2021	22-Feb-2021	31-Dec-2022

Comments: This is newly added indicator under the additional financing. The Women committee has been formed and the committee is regularly participating/ actively attending JSC-KRM's decision meetings.

► Training days provided to the Technical Operations Unit and other JSC-KRM staff and Board members as part of the targeted capacity building activities financed under Component 2 (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	299.00	299.00	150.00
Date	15-May-2014	31-Aug-2022	31-Aug-2022	31-Dec-2022

Comments: Technical trainings and other capacity strengthening supports are ongoing and will continue through out the project implementation period. These trainings were also provided by the international Professionalization Contractor hired to provide technical and capacity building support to the JSC staff.



▶ Service contracts are signed with member municipalities and UNRWA (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	18.00	18.00	18.00
Date	01-Mar-2018	22-Feb-2021	22-Feb-2021	31-Dec-2022
Comments:	<p>JSC-KRM has updated its bylaw to apply to all member municipalities and this bylaw will be used in lieu of individual service agreements with each local government units/municipalities and UNRWA.</p> <ul style="list-style-type: none"> • <u>Updated bylaw</u> acts as one document unified document governing the relationship between JSC and member LGUs (the 17 municipalities), that is to govern all common services provided by JSC and its unit price (the JSC Board approved to use a unified rate for service): 1. Secondary Collection, 2. Landfill Disposal Operations. Service contract between JSC-KRM and with UNRWA has already been signed. • <u>Particular MoU</u>: was done to govern particular activities that can apply to specific members such as the use and operation of Rafah Transfer Station, where the JSC signed an agreement with Rafah City, agreement that governs the use of shared facility. 			
▶ New JSC Bylaw is approved and operational plans are defined (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	01-Mar-2018	02-Oct-2019	02-Oct-2019	31-Dec-2022
▶ Percentage of grievances that have been responded in a timely manner (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	96.00	96.00	90.00
Date	12-Mar-2014	31-Aug-2022	31-Aug-2022	31-Dec-2022
▶ Improved citizens satisfaction with JSC-KRM performance (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	57.00	91.00	91.00	90.00
Date	20-Nov-2017	31-Aug-2022	31-Aug-2022	31-Dec-2022
Comments:	<p>This is indicator is added under the additional financing; A baseline survey from the first Beneficiary Impact Assessment (BIA) conducted in 2017 were used and subsequent service satisfaction surveys were conducted annually to gauge the percent improvement from the baseline to reach the desired target.</p>			

Component 3: Primary Collection and Resource Recovery

▶ JSC has assumed agreed responsibilities for management of the upgraded transfer and disposal services (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
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Value	No	Yes	Yes	Yes
Date	01-Mar-2018	17-Dec-2018	17-Dec-2018	31-Dec-2022
Comments:	JSC has assumed full responsibility for managing the operations of the new sanitary landfill and upgraded transfer stations at Rafah and Khan Younis governorates.			
▶ A strategy plan for the elimination of random dumping in the targeted area is created by end of the project (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	01-Mar-2018	09-Dec-2019	09-Dec-2019	31-Dec-2022
▶ A strategy plan for optimizing waste recovery in the targeted area is created by the end of the project (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	01-Mar-2018	09-Dec-2019	09-Dec-2019	31-Dec-2022
▶ A strategy plan for optimization of primary collection and transportation of solid waste in the targeted areas is created by the end of the project (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	15-May-2014	09-Dec-2019	09-Dec-2019	31-Dec-2022

Component 4: Project Management

▶ Interim IFRs and Progress Reports are submitted to Financing Partners in a timely and satisfactory manner (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	15-May-2014	16-Sep-2021	16-Sep-2021	31-Dec-2022
▶ MDLF-PDSU maintains adequate staffing for project management, environmental and social safeguards and fiduciary staff throughout the life of the Project (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	15-May-2014	22-Feb-2021	22-Feb-2021	31-Dec-2022



► Results based payments received for achieving service improvement related targets (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	100.00	100.00	80.00
Date	01-Jul-2020	01-Mar-2022	01-Mar-2022	30-Jun-2022
Comments:	All results based indicators related to JSC service improvements are fully achieved as verified by the four IVA reporting period spanning July 1, 2020 to June 30, 2022.			
► Results based payments received for achieving cost recovery related related targets (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	100.00	100.00	80.00
Date	01-Jul-2020	01-Mar-2022	01-Mar-2022	30-Jun-2022
Comments:	All results based indicators related to cost recovery are fully achieved, as verified by four IVA reporting period, spanning July 1, 2020 to June 30, 2022.			
► Adoption of the improved protocols and procedures as defined in the Standard operating procedures for all JSC services (Yes/No, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	01-Jul-2020	15-Sep-2020	15-Sep-2020	31-Dec-2022
Comments:	New standard operating procedures and protocols have been adopted by the JSC-KRM on September 15, 2020.			

Performance-Based Conditions

Data on Financial Performance

Disbursements (by loan)

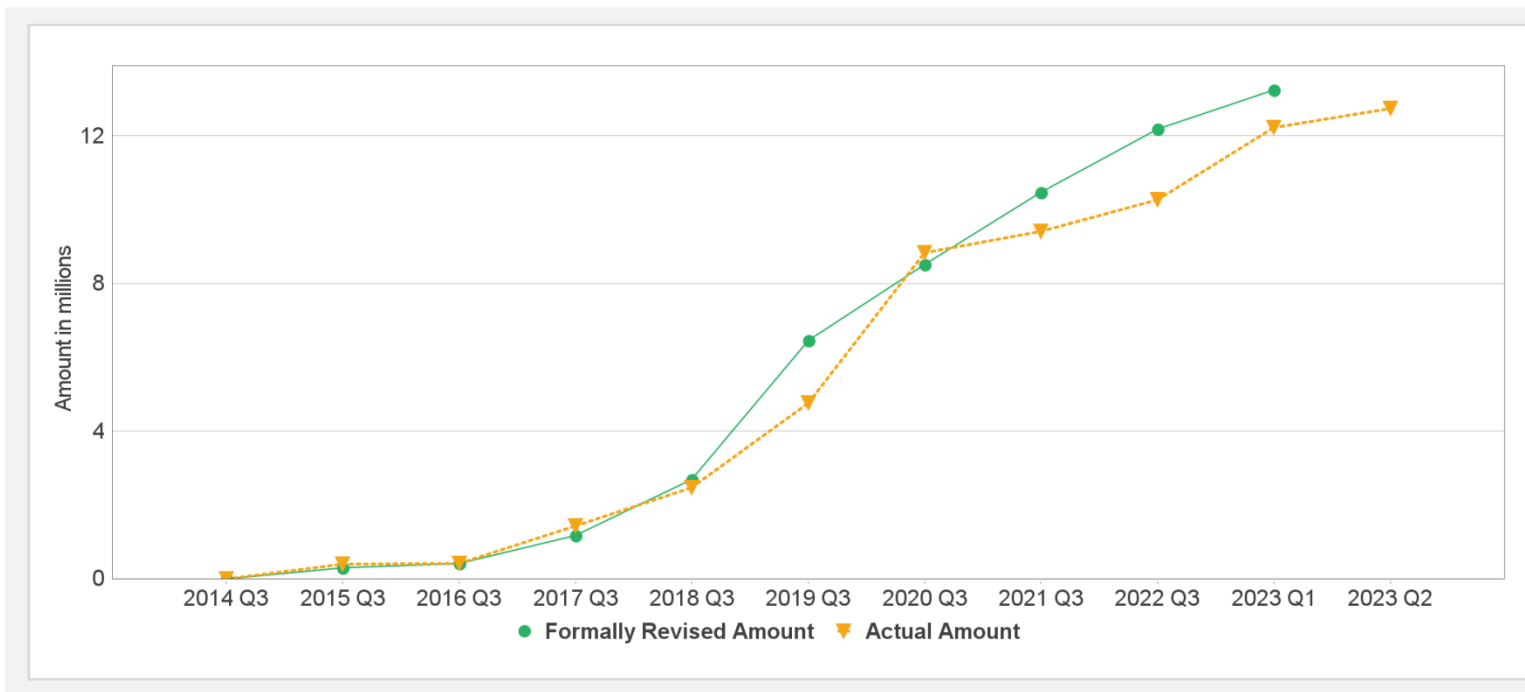
Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P121648	TF-16835	Effective	USD	10.00	10.00	0.00	9.94	0.06	99%
P121648	TF-B3582	Closed	USD	1.00	1.00	0.00	1.00	0.00	100%
P121648	TF-B3583	Closed	USD	1.00	1.00	0.00	1.00	0.00	100%
P121648	TF-B3584	Effective	USD	1.25	1.25	0.00	0.80	0.45	64%

Key Dates (by loan)



Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P121648	TF-16835	Effective	24-Apr-2014	24-Apr-2014	09-Jul-2014	30-Nov-2019	31-Dec-2022
P121648	TF-B3582	Closed	28-Aug-2020	16-Sep-2020	05-Nov-2020	30-Jun-2022	30-Jun-2022
P121648	TF-B3583	Closed	28-Aug-2020	16-Sep-2020	05-Nov-2020	30-Jun-2021	30-Jun-2022
P121648	TF-B3584	Effective	28-Aug-2020	16-Sep-2020	05-Nov-2020	30-Jun-2022	31-Dec-2022

Cumulative Disbursements



Restructuring History

Level 2 Approved on 06-Apr-2018 ,Level 2 Approved on 30-Apr-2021 ,Level 2 Approved on 28-Jun-2022

Related Project(s)

P171328-ADDITIONAL FINANCE :GAZA SOLID WASTE MANAGEMENT PROJECT