

SKH/Humanitarian Aid – Paul Metzener

# Pilot Project: Cash for Self-Help Shelter-Rehabilitation Ein El Hilweh Camp, Lebanon

Presentation SDC Cash Workshop 24<sup>th</sup> June 2013



# Project ...

 Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Federal Department of Foreign Affairs FDFA  
Swiss Agency for Development and Cooperation SDC  
الوكالة السويسرية للتنمية والتعاون

 **unrwa**  
الأونروا

the un agency for  
palestine refugees

وكالة الأمم المتحدة  
للاجئين الفلسطينيين

**Cash for Self-Help-Shelter-  
Rehabilitation**  
**Ein El-Hilweh, Saida Area - Lebanon**

**مشروع التأهيل الذاتي للمساكن  
بواسطة المساعدات النقدية  
عين الحلوة، صيدا- لبنان**

**Funded by generous Donation from the SDC**

**بتمويل سخّي من الوكالة السويسرية للتنمية والتعاون**

**أيار 2011 – October 2011**

**أيار 2011 - تشرين الأول 2011**



- ... initiated by SDC program office Beirut
- ... funded by SDC, total cost CHF 615'000.-
- ... implemented by UNRWA, field office Beirut

... timeframe                      Feb 2011 – Nov 2011

my role: junior cash expert

# Context

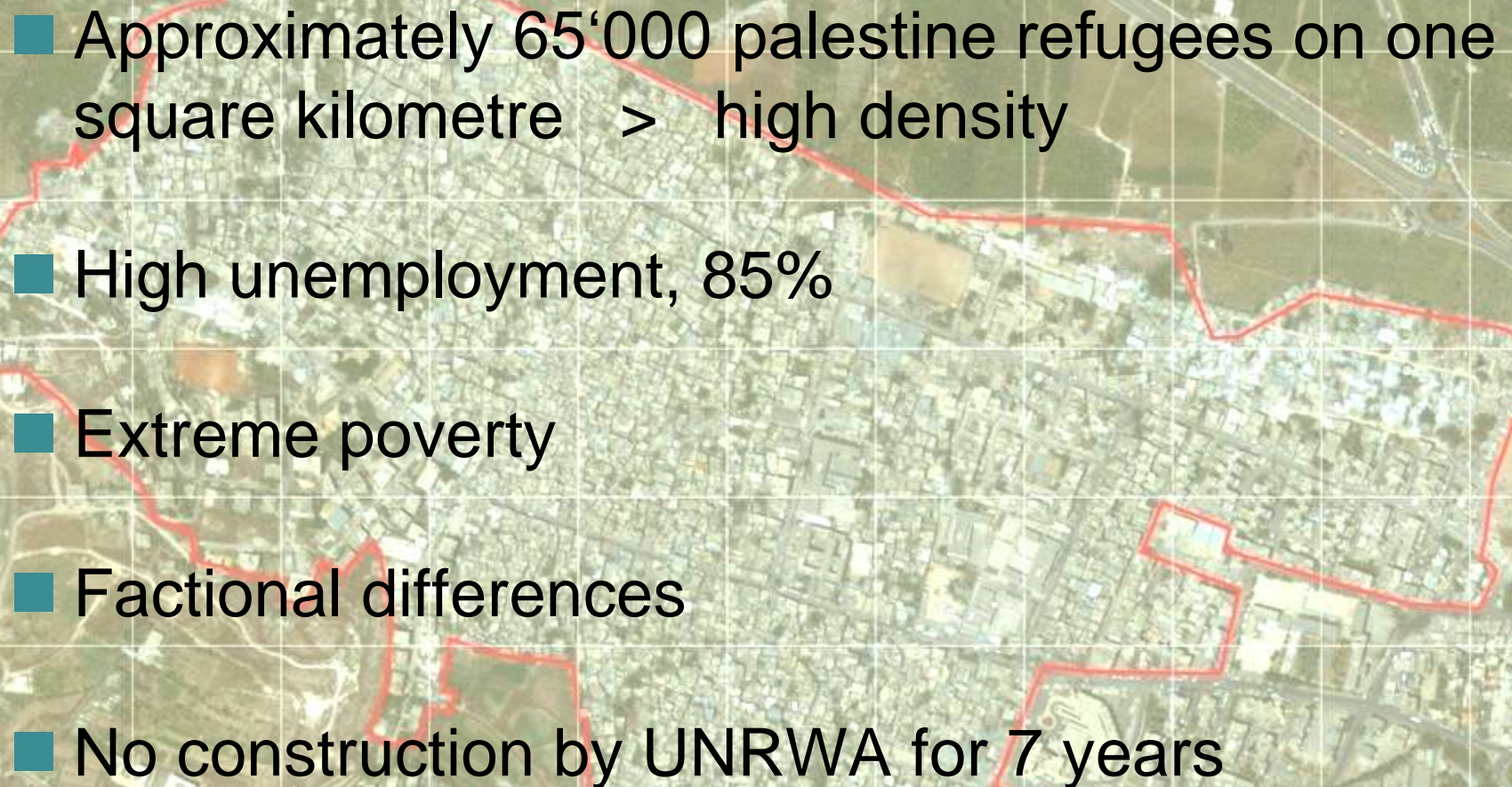
- Palestine people became refugees 63 years ago
- 11 camps with 450'000 refugees in Lebanon
- Palestines have no rights and are not allowed to work in Lebanon
- UNRWA, the UN Relief and Work Agency for Palestines
- 99% of UNRWA employees are Palestine



# Project goals

- Improve the living conditions for most vulnerable palestine refugees through healthy and hygienic accommodation
- Pilot project for the „Self Help approach“
- Reduction of the overall renovation cost for UNRWA
- Capacity building
- Conditional cash project

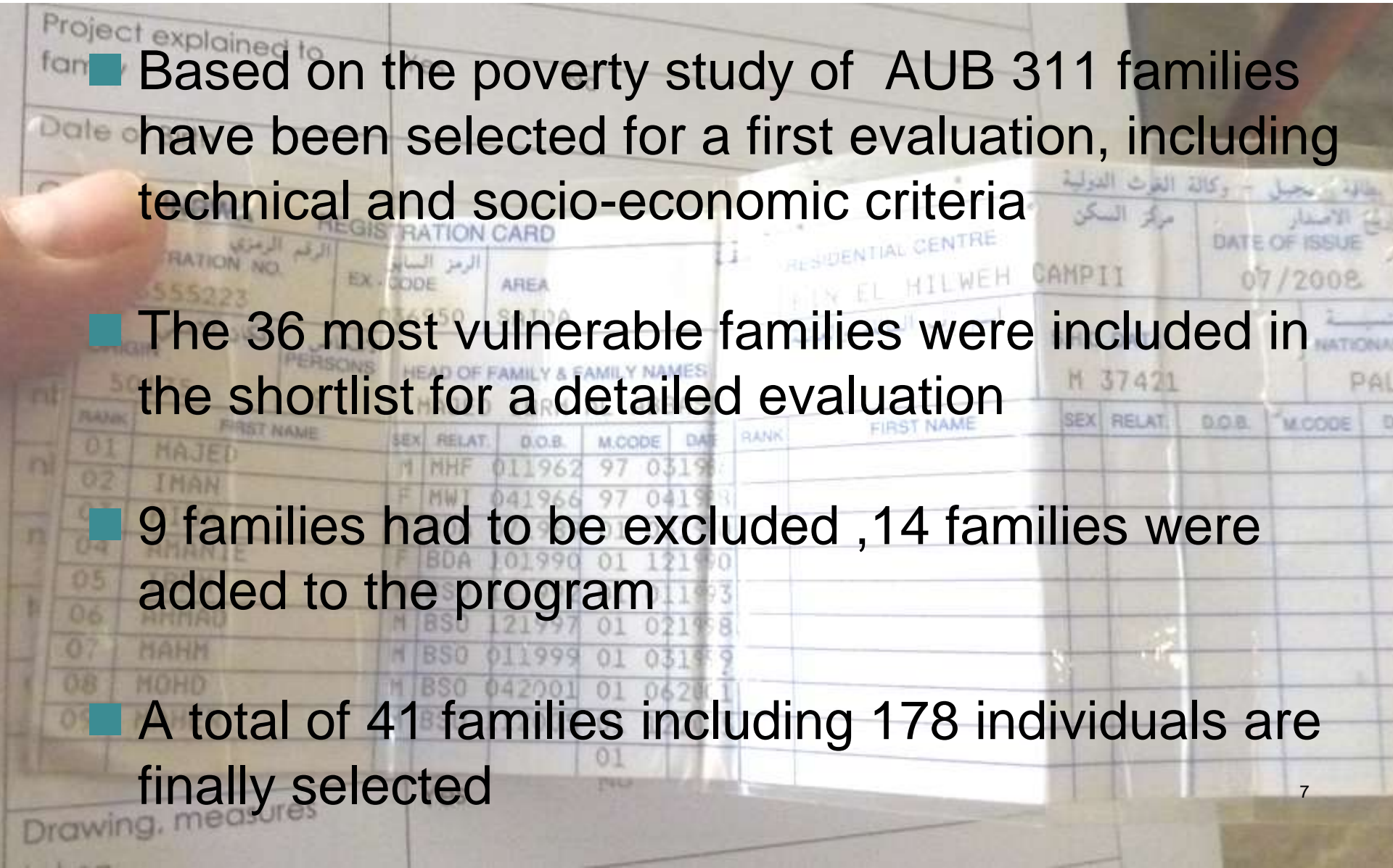
# Ein El Hilweh Camp, Saida Area

- 
- Approximately 65'000 palestine refugees on one square kilometre > high density
  - High unemployment, 85%
  - Extreme poverty
  - Factional differences
  - No construction by UNRWA for 7 years



# Beneficiary selection

- Based on the poverty study of AUB 311 families have been selected for a first evaluation, including technical and socio-economic criteria
- The 36 most vulnerable families were included in the shortlist for a detailed evaluation
- 9 families had to be excluded ,14 families were added to the program
- A total of 41 families including 178 individuals are finally selected



# Technical criteria





Many structures are in a bad shape; soaked concrete slabs with corroded steel reinforcement are dangerous and bad for the health...



Hot in summer, cold and wet in winter; leaking zinc roofs have to be replaced by concrete slab supported by new columns



Kitchen and toilets are often in bad condition and need to be repaired or replaced



To improve the quality of living we decided to include one boiler per family;  
cost approx. USD 200.-

This kitchen serves a family with 4 children.



# Socio-economic criteria



Different family types are included in the project; here for example a father (blind on one eye) with his son; the shelter is in bad condition and can be repaired for USD 5'300.-



This family, 2 adults with 4 children is living in only 1 room. According to UNRWA standards they are entitled to 3 rooms. The shelter will be partially reconstructed for an amount of USD 13'400.-



This woman is disabled and has not left her shelter (2<sup>nd</sup> floor) for 7 years. She lives in one room together with her husband and 1 son (14). The shelter is in rather good condition and can be repaired for USD 3'400.-





# Planning + Individual Project

AE12 =TABLE2[#[#INIS KOW];[cost calculation UNRWVA, Alternative ./.15% Marketprices]]~0.95

Name	F	Q	V	X	Y	Z	AB	AC	AD	AE	AG	AK	AL	AM	AP	AQ	AR
total persons in shelter	remarks	eligibility	1st cost estimate Metzener	cost calculation UNRWVA, 31.3.2011 based on other	cost calculation UNRWVA, Alternative ./.15%	cost calculation UNRWVA, Alternative ./.15% Market	amount assigned 4th of april 2011	cost calculation UNRWVA, marketprice s 4.4.11 > 5% contingen	BOQ's	level of intervention	% of total	insurance prime: 12% % of total	final amount after insurance	planned date first payment	1st payment		
MAHM-DUKHI	6	2 sons died, cancer, shelter in good condition, except concrete slab, family refuses to only renovate slabs, offer used 2'000,- refused, cancel	no							\$ -	no		0.00%	\$ -		10. May 2011	
CH DIAB MAJZOUB	6	very poor family; father sick; really bad shelter; dirty, slab in upper floor completely rotten; partial reconstruction; plasterwork, painting, kitchen, bathroom	yes	\$ 12'000.00	\$ 12'001.50	\$ 10'451.25	\$ 12'680.50	\$ 12'500.00	\$ 12'046.48	yes	Partial Reconstruction	3.71%	\$ 464	\$ 11'500	10. May 2011	\$ 1'500	
MOUD MIRI HASAN	7	shelter in 3rd floor; zinc roof, bad condition, family in need; due to weight of slab we propose sandwich tin roof; reconstruction walls, new 3 rooms, 1 kitchen, 1 bathroom	yes	\$ 14'000.00	\$ 11'182.50	\$ 9'607.00	\$ 11'701.50	\$ 11'500.00	\$ 11'116.43	yes	Partial Reconstruction	3.40%	\$ 425	\$ 10'600	10. May 2011	\$ 1'500	
ABDULLA MOHD	5	family really in need; partially zinc roof; complete renovation incl. Toilet and kitchen, enlarge stairs + 1 additional room on roof	yes	\$ 12'000.00	\$ 9'834.50	\$ 8'605.50	\$ 10'365.30	\$ 10'500.00	\$ 9'847.04	yes	Partial Reconstruction	3.03%	\$ 379	\$ 9'400	10. May 2011	\$ 1'500	
MOHD A. RAHMAN	2	shelter not owned by this couple; 1 room, kitchen and bath ok; 2nd room slab to be replaced; Yahya fills in 1st evaluation form > outcome ? > ok I am not against, that helps to calm instead of rumors	yes	\$ 3'000.00	\$ 2'673.00												
MOHD AWAD (AM HUSSEIN AWAD)	6	family in need; complete renovation, new kitchen, new bathroom, additional room on roof	yes	\$ 12'000.00	\$ 9'949.50												
KHALED DAHCHEH	8	according standards entitled to 1 additional room, possibility on roof; condition of shelter ok; Mann wird gesucht	yes	\$ 9'000.00	\$ 5'175.00												
AM AHMAD CHAYEB	5	replace 60m2 concrete slab, plaster, paint, repair work	yes	\$ 4'000.00	\$ 7'104.50												
MOUSA UTHMAN	11	big family, 1 room to be reinforced, plasterwork, painting 3 rooms, foundation reinforced, husband can not make heavy work	yes	\$ 15'000.00	\$ 13'470.50												

Concrete Roof (Good Situation)

### NOTES

- 1-ALL DIMENSIONS ARE IN CM
- 2-ALL DIMENSIONS TO BE VERIFIED ON SITE.
- 3-SAMPLES TO BE SUBMITTED TO THE DIRECTOR OF WORKS FOR APPROVAL.
- 4-ALL SPECIFIC DETAILS NOT SHOWN IN DRAWINGS SHOULD BE APPROVED BY DIRECTOR OF WORKS.
- 5-WINDOWS & ENTRANCE DOOR LEVELS EXTRA 25cm BOTH SIDES.

REVISIONS

NO.	DATE	DESCRIPTION

**UNRWA**  
FIELD INFRASTRUCTURE & CAMP IMPROVEMENT PROGRAM/ICE

**FIRST FLOOR ARCHITECTURAL PLAN (Existing)**

SUPPLIER BY: N. SLEIMAN  
DESIGNED BY:  
DRAWN BY: KH. ISK.  
APPROVED BY: YAHYA AKKAWI  
SITE/DATE: ETC. SCALE: 1/10  
MUFLEH DIAB MAJZUB  
BY: CHIEF OFF. DATE: 10

Activity	Responsible	Start	End
1. Briefing collection			
2. Assessment of 88 shelters in ECHS (2011)			
3. Assessment of 88 shelters in ECHS (2011)			
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# Highlight 1: Signing beneficiary agreements





## Highlight 2: 1st Payment after 4 months of hard work



# Highlight 3: Construction

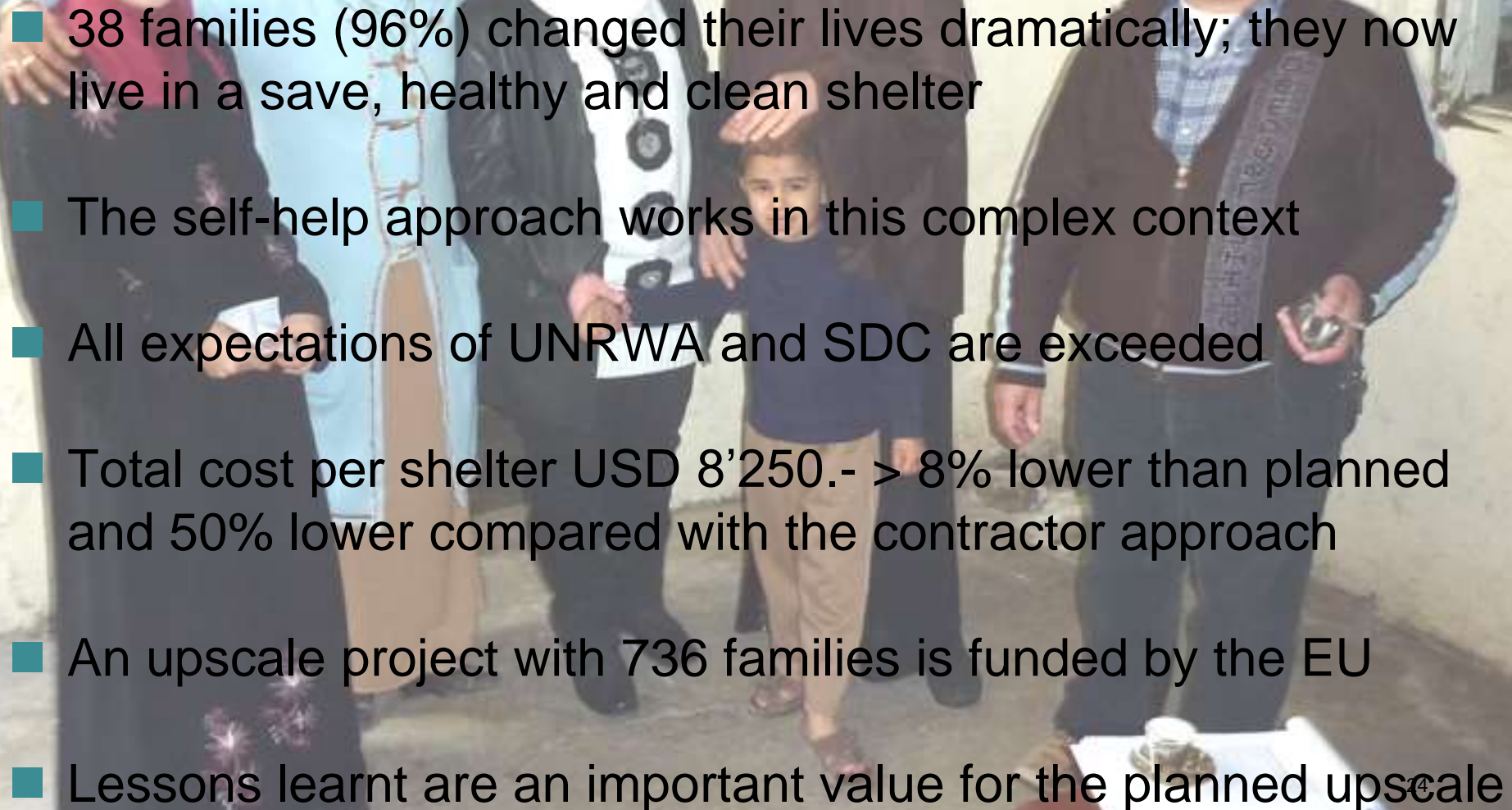




# Priorities set by the beneficiaries...



# Achievements

- 
- 38 families (96%) changed their lives dramatically; they now live in a safe, healthy and clean shelter
  - The self-help approach works in this complex context
  - All expectations of UNRWA and SDC are exceeded
  - Total cost per shelter USD 8'250.- > 8% lower than planned and 50% lower compared with the contractor approach
  - An upscale project with 736 families is funded by the EU
  - Lessons learnt are an important value for the planned upscale



**Before- After**



# Positive observations, my view...

- Good cooperation between SDC and UNRWA
- UNRWA staff well qualified, valuable output on working level
- Motivation and team spirit
- Project team includes engineers and social workers
- Cash expert integrated on working level, 60 days in camp
- Contribution to capacity building and lessons learnt
- Beneficiaries like self-help approach

# Positive side effects

- The beneficiaries experienced self-efficacy (Selbstwirksamkeit), self-esteem and self-respect
- All beneficiaries contributed to their success with own work
- Most families organized additional funds (10 to 20%), which shows the high grade of motivation to improve their desperate situation
- The family and the role of the women were strengthened
- more than 60% of the money stays in the camp and strengthens the micro-economy

# Challenges

- Receive Lebanese Army Forces approval for material import
- Support beneficiary families during execution of works in technical and organizational matters
- Ensure construction safety standards
- Budget control (for families)
- Upscale to a 700 shelter program

# Essentials for an upscale

- Increase social competences of UNRWA staff
- Implement a database management
- Sufficient personnel resources
- Adapt UNRWA internal procedures to self-help-approach
- Coaching

# What else did we learn ?

- To fully include the beneficiaries in all project steps is a key success factor
- Women know their needs and how to solve their problems; they are very reasonable
- Including female social workers in the project team created confidence and continuity
- Support the beneficiaries during all phases



**Go to the people, pay them respect,  
work with them, learn from them, build  
on what they have**

