

Japanese Award for Most Innovative Development Project

Section A: Program Information

1. Program Details

Program Name:	Sustainable Solid Waste Management in rural cities of Peru
Year of implementation:	2004

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2. Summary of the Program (250 words)

Worldwide, tens of millions of people suffer from improper disposal of solid wastes-- through contamination of air and water, and as a vector for transmission of disease, to cite just a few examples. Ciudad Saludable (CS) saw in the environmental, economic, health and social issues that were challenging rural cities of Peru not only an intractable problem, but also an opportunity: building a community-based industry of efficient solid waste management systems that facilitate cleaner cities and healthy individuals.

The purpose of the program is: to work with public agencies to ensure trash removal services were coordinated and backed by public officials; to support initiatives to combat illegal dumping; to conduct public education campaigns to change habits of individuals and large institutions; to support the establishment and operation of community-organized collection, recycling and disposal micro-enterprises and operate an organic demonstration farm to train farmers in using compost and recycled organic waste. CS helps to create income-generating micro-enterprises, which complement one another throughout every stage of the waste management cycle, and to organize a network that assures both the efficiency of the overall operation and community participation in the planning, execution, evaluation and fine-tuning of the endeavor. CS frequently meets with public officials and municipal administrators to assure that the work of the community-based system is effectively coordinated with the garbage and trash removal services of many municipalities. In order to make this model sustainable, CS has organized a broad array of public information and education programs on environmental and health issues. Much of that work is focused on women's organizations and school-aged youth, but media campaigns are also part of that effort.

3. Social Impact of the Program

Ciudad Saludable (CS) has implemented programs in 43 marginal urban and rural towns of Peru; and 5 countries in Latin America. For the sake of clarity, examples from two cities--Carhuaz and Pucallpa—will be used to explain Ciudad Saludable’s model.

Location: Carhuaz is a city of approximately 48,000 inhabitants located in the Andes mountains of Peru at 6,768 meters above the sea level. Pucallpa is a city of approximately 380,000 located in the Amazon rainforest.

Environment: Both cities suffered from inefficient collection, processing, and final disposal of solid wastes. It is estimated that 75% of solid waste in Peru is not properly disposed. It is even worst in rural cities like Carhuaz and Pucallpa. As a result, most of the waste ends up by rivers, parks, streets, empty lots, etc. The irony of the state of the environment in Carhuaz and Pucallpa is that these cities were regarded as beautiful locations due to the diversity of natural resources (rivers, mountains, jungle, exotic animals, etc).

Poverty reduction: Rural cities in Peru suffer from a high unemployment rate; and as result, poverty becomes a critical issue for the small economies of these cities, which mainly depend on farming activities. Also, a key component of our project involves the participation of “scavengers”—people making a living off waste recycling. Before CS intervention, each “scavenger” earns approximately US\$ 3 per day, which is a survival income not only for the person, but also for her family.

Social exclusion: Most “scavengers” are women and children who are very vulnerable and excluded by society. Most citizens see “scavengers” as nuisance stereotyping them as criminals, drug addicts, lazy people, etc. Police usually chase them to confiscate the tools (bags, small carts, etc) and recyclable materials. Women, in particular, suffer from domestic violence most of the time since they are not able to provide a steady income from “scavenging” activities. Since most women have children and they need to take care of them, so children become part of the scavenging activities.

Health: Improper solid waste disposal creates a series of illnesses in different communities. For instance, municipal solid waste used to be dumped by the river Santa (the main source of water of Carhuaz city); and one or two miles down the river, you would find dozens of women and their children bathing, washing clothes, even brushing their teeth. As a result, there was a high rate of cases of diarrhea, intestinal parasites, etc. In Pucallpa, there were approximately 100 families working as “scavengers” who were living literally on top of the largest city dump site. Since all of these families live in extremely poverty conditions, living next to the dumpsite allowed them to have a “competitive advantage” when the municipal waste truck would unload its waste. These families would run to catch the most valuable recyclable products (metal, plastic, etc) and then store them in their respective homes. All people suffered from several types of diseases from skin-related problems to tuberculosis.

How do we measure impact?

CS measures benefits to local residents in terms of employment generated, reduction in costs of waste collection and disposal, and improvements in public health and appearance of the community. It measures sustainability of the waste management enterprise by monitoring debt to equity ratios and ratios of earned income to external financing, as well as comparing payment rates against those of comparable services. Its policy objectives can be measured by endorsements, adoption and then implementation. In 2005, we developed a Social return on Investment Analysis (SROI) with SVT Group, a consulting firm based in California that specializes in this type of analysis (www.svtgroup.net). The results were presented at the 2006 World Economic Forum in Davos. Since then, Ciudad Saludable has taken ownership of the SROI methodology and is currently applying it to our project in the city of Pucallpa.

Detailed Description of the Program

Ciudad Saludable's methodology to formulate a plan is based in the following steps:

1. Local organization for the plan development
2. Diagnosis of the problem
3. Establishment of objectives and scope of the integrated plan of solid waste management
4. Identification and assessment of alternative solutions
5. Development of the strategy
6. Formulation of the integrated plan of solid waste management
7. Implementation and monitoring of the program

Since this was a program that was started in the city of Carhuaz and expanded to Pucallpa, many of the objectives overlap. For the sake of clarity, I will focus in Carhuaz at this point.

The main objective was: reinforcing environmental management capacities of local governments, public and private institutions and community organizations in regards to solid waste management for Carhuaz and Pucallpa.

Most important, our strategy was based on the implementation of an educational program that resulted in the increase of environmental awareness among citizens; capacity development for decision makers at a local, regional and national level; and the implementation of solid waste management system that is technically, financially and environmentally sustainable.

The process of our initiative can be subdivided in 6 parts:

Raising awareness among the population

We aim to turn citizens into environmental conscious individuals by promoting: I) the use of reusable containers by providing households with trash cans; ii) the segregation of waste in organic and organic by teaching through workshops the benefits of doing this practice; iii) the implementation of new waste collection routes and schedules by coordinating with the municipality; iv) the payment for collection services by monitoring this process closely; and v) the use of compost and humus as effective fertilizers among farmers.

Raising awareness in the educational system

Ciudad Saludable trains teachers, students, and parents in environmental issues. We promote the implementation of small farms inside the school. Also, we coordinate cleaning campaigns in the schools and their surroundings. Finally, we make sure to include fun activities like: crafts workshops with recycled material, "Queen of Mother Nature beauty pageant" event, and visits to the landfill and solid waste treatment plant.

Association of Farming Women of Carhuaz

Founded in 2004, this is a group of 25 women that make a living of manufacturing paper, envelopes, greeting cards, masks, folders, notebooks, etc out of recycled items. Most of their final products are sold to national and international tourists.

Collection and transportation

This is an area that we faced some problems. We had to change completely how waste collection is done in Carhuaz from implementing new routes, schedules to training the municipal personnel and encouraging them to use gloves, protection masks and boots. One problem is that municipal employees were not held accountable for violating regulations like not wearing proper safety tools. Ciudad Saludable wrote memos to the proper authorities and things improved. Also, there is a big street market fair on Wednesdays and Sundays in Carhuaz that brings vendors from out of town. At the end of the fair, the place is a mess and most waste is not separated. Waste collectors need to double the work they do by coming back to that specific place more often and staying longer. Also, for rural areas that are not accessible for the waste collection truck, tricycles with waste compartments were implemented whereby a waste collector would ride his/her tricycle and do the collection on door-to-door basis.

Final disposal and treatment of waste

Before Ciudad Saludable involvement, the municipality disposed all solid waste by the Santa river. However, once CS was involved in this project a treatment plant (for organic waste) and a landfill (for inorganic waste) were implemented.

Creation of Solid Waste Management School

It was on this project (Carhuaz) that this initiative started and then expanded on a national and even

international level. In 2003, Ciudad Saludable taught 6 courses to 30 environmental professionals from Carhuaz. A year later, CS formed a partnership with a university in Lima to launch a year-long-course on a national level. Recently, we have trained professionals from Venezuela via an online course.

How does the program present an innovative approach to addressing the issue? Highlight the innovative features of the program.

Ciudad Saludable uses practical, efficient and sustainable technologies in order to improve the waste management problems in several regions of Peru. We have a holistic approach where technology plays an important role to succeed with the Ciudad Saludable's model. The centerpiece of Ciudad Saludable (CS) strategy is a community-based solid waste management system, consisting of community-organized and effectively linked collection, recycling, disposal, and processing activities. The primary tools CS uses are employment and income-generating micro-enterprises, which it has coaxed into existence at every stage of the waste management cycle and organized into a network that assures both the efficiency of the overall operation and community participation in the planning, execution, evaluation and fine-tuning of the endeavor. Ciudad Saludable serves as a source of technical knowledge and advice for the network and is an avid promoter of simple and low-cost technologies, including ingeniously designed tricycles that permit workers (who live in the communities served) to separate waste while collecting it from community sites.

Technologies used in the collection of waste:

Most of the communities Ciudad Saludable serves are located in the Andes mountains and the Amazon rainforest of Peru. They are communities where many inhabitants live on unpaved, narrow roads located in hills, where conventional trash collection trucks find very inaccessible to reach thousands of households. Ciudad Saludable has implemented micro-enterprises that use customized tricycles with separate compartments (for inorganic/organic waste) that are used for the collection and handling of waste. Pictures can be found on our website www.ciudadsaludable.org (photos section). The impact of this technology is a three-fold: waste is collected efficiently; the vehicle does not use gasoline, thus not polluting the environment; it creates new jobs, specially considering that most cities have a high unemployment rate.

Technologies used in the recycling and disposal of waste:

When Ciudad Saludable found out about the technology a waste "scavenger" was using to crush aluminum cans--by letting heavy stones fall on top of cans--it developed a **manual container flattening machine** with the help of an engineer Nisar Shaikh who lives in California. The machine is made of two key components:

Mobile components: two metal pins to secure upper door, two metal bars to secure the bottom door, 4 bolts to secure the two metal bars, and one metal bar that activates the system.

Non-mobile components: a rectangle metal cage with a system of manual compression.

How does it work? Inside the empty compartment, plastic bottles are placed and through the activation of a compressing system operated manually, the bottles get compressed reducing the volume in a 75% of the original volume. This allows to significantly reduce the space needed to storage these recyclable products.

In the waste disposal phase, one important technology is the use of a **single drum roller** for the landfills. It consists of a drum/metal cylinder (3 feet long by 1.5 feet in diameter) that is filled with concrete and has a horizontal handle (throughout the length of the cylinder) connected to the centers of the bottom and top sides of the cylinder. A person pulls this drum roller over the landfill in order to level off the ground. This is a practical way to implement this task in rural areas of Peru where resources are very limited to afford heavy equipment.

We also help micro-enterprises to create wealth through the manufacturing of paper products by teaching people how to do it manually. For example, in the city of Carhuaz, there is an all women organization made of 25 members that manufacture paper and paper related products (folders, envelopes, greeting cards, notebooks, etc). in 2005, this association had sales of US\$ 800 that were distributed in the following way: 40% for reinvestment in raw materials, 40% for wages, and 20% for a contingent fund.

Technologies used in the processing of organic waste

In several communities, the economy is based on agriculture and farm activities. For example in Carhuaz, a city with 38,000 inhabitants in the Andes, 75% percent of the population work in the agriculture

industry. At the same time, 79% of total waste produced in Carhuaz is organic waste. Ciudad Saludable realized that most farmers used imported, chemical-based fertilizers. It was clear that organic fertilizers could become an important product in such a market. As a result, we implemented composting farms where organic waste is processed for 3 to 4 months. Then, worms finalize the process with the production of humus. The process starts with the accumulation of organic waste in big chunks. Then through manual aerobic techniques we monitor humidity, ph, temperature of the process. After 3 to 4 months, compost is obtained. This compost is rich in nitrogen, phosphorus, potassium and sulfur. Finally, this compost is transformed into humus through the aid of worms.

Impact/Outcomes of the Program

Discuss in detail the outcomes and achievements of the program to date.

How has the program achieved its targeted outcomes? Capacity Building: Is one of the fundamental goals of the project to help people help themselves? Has the targeted population demonstrated an increase in skill development or an increased willingness to learn new skills?

Ciudad Saludable's programs overall have achieved the following:

- 35 environmental waste management micro-enterprises have been created that generate permanent employment for 230 people in 43 cities in the country and benefit 4 million inhabitants. These include: plant nurseries, humus plants and compost (organic fertilizer), recycled paper and sanitary landfills. It is important to note that all of the micro-enterprises' employees receive income between 1.5 and 2 times the minimum wage (between \$180-\$260) Furthermore, they receive benefits such as health, pension, vacation and worker's compensation for the time they have worked.
- We have supported and consolidated the organization of informal recyclers. (Association of Independent Environmental Workers for the Recuperation of Solid Waste, 800 workers).
- We have carried out large cultural campaigns for environmental sanitation with the participation of school children, teachers and parents.
- We have trained authorities and public workers in 43 municipalities on the integrated management of solid waste, and in agreement with the Catholic University (Lima) we have developed a Post-graduate Program. In this Program we have trained 58 new local authorities of municipalities and teachers of other universities and private sector technicians of many cities of Peru. And now we are beginning a new edition of the Post-graduate Program with Catholic University, improving the previous edition since we added a new module on management of industrial and dangerous waste.
- Raised public awareness on environmental and health issues: over 6,000,000 people reached.
- Transforming the organic waste into compost. More than 200,000 pounds processed and sold.
- Collaborated on the formulation of the Peruvian General Law on Solid Waste and the Regulation of this Law.
- Promoted the recognition of recyclers as part of the official waste management system: Began the official registration of micro-enterprises.
- In agreement with the National Council of the Environment (CONAM) we elaborated a National Plan of Solid Waste Management. The first in all of Peru.
- In collaboration with the Ministry of Health, the National Council of the Environment and the Pan-American Organization of Health we are organizing the establishment of the "Roundtable of National Dialogue on Sanitation"

Discuss the Specific Scope of the Program for Replication/Scaling

Describe how the program has potential for replication in other countries, regions, sectors, and cultures. Discuss in detail how the additional funds provided by this award would be used in either replicating or scaling up the program.

What activities are to be undertaken with this award and the methodology for these and what outputs they will deliver as a means of achieving project outcomes.

What are the implications and costs of replicating/scaling the program up?

To reach national impact in Peru – improved solid waste management in every municipality – CS has launched a National Roundtable for dialogue on sanitation. The national ministry of health and the environment agency, as well as the Pan American Health Organization and leading political parties, have committed to participate and establish appropriate channels, resources and rules to ensure that the new solid waste law, including provisions to promote and support community-based enterprises, is implemented effectively. Success in this endeavor would mean that leading political parties would adopt CS's environmental agenda as part of their national platforms; a national investment fund would be created and funded to support the establishment of community-based waste management systems and technical studies leading to replacement of open dumps with sanitary landfills; alliances with banks and other financial institutions would create a credit line for emerging waste management enterprises; mechanisms would be established to standardize rates and payment systems; and systems would be put in place to monitor civic activities.

International replication has begun in Venezuela, Colombia, Mexico, Bolivia, El Salvador and is likely in several other countries. Drawing on her participation in the Ashoka community and the Inter-American Development Bank's micro-enterprise network, Ciudad Saludable has identified organizations interested in and capable of replicating the CS model; invited them to Peru to observe the model and receive training on the methods, and then worked with them to develop funding proposals that support their own implementation, including costs of 2-3 additional technical assistance visits from members of the CS team.

Cost Effectiveness of the Program.

Discuss the impact/outcomes of the program in comparison to the cost of the program.

Has the program cost more or less than planned? Compare the program's progress against its costing schedule.

Ciudad Saludable has several programs in different stages at this time. Most of the time, Ciudad Saludable manages to stay within the budget approved for the project. In the case of Pucallpa, we have maintained a good balance between the costs and expenses. Because many of our activities like environmental education programs are regarded as investments with returns in the medium to long term, they are not easy to assess the impact in the short term or while the program is currently being implemented. In the case of Carhuaz, however, there are tangible results:

The objectives set at the beginning of the initiative were fulfilled. The improvement of people's lives in Carhuaz is evident since the city looks cleaner and there is no pollution in the Santa river. This river, the main water source in the region, has been spared from receiving 6,500 Tons of waste. Organic waste that represents 70% of total waste have been processed and transformed into compost and humus that provide enormous benefits when compared to chemical fertilizers. The inorganic waste with commercial value have been properly processed and sold with the remaining (non-commercial inorganic waste) being disposed in an environmental-approved landfill.

The local government is aware of the important role they play in this initiative. Now, they have the capacities and regulations in place to foster this development at a local level. Also, the local government

has passed four regulations that are being enforced very efficiently. They have partnered with other public and private entities to launch new initiatives to improve the environmental conditions of the region. The people of Carhuaz participate actively by segregating 95% of their waste. This has been verified by reports carried out by municipal employees and by survey polls as well. In addition, 80% of people pay for waste collection services.

Also, over 400 local authorities, professionals, and government authorities have visited the city of Carhuaz which have shown great interest to replicate this model in different parts of Peru—as of today Ciudad Saludable has implemented its model in 43 cities in Peru.

Were the program's outputs and outcomes achieved in the most cost-effective way? Could they have been achieved with lower associated costs?

The community-based enterprises have already proved sustainable on the basis of fees for waste collection and recycling. Contrary to popular opinion, poor people value sanitation services and have a 98 percent payment rate for services that are affordable and reliable. CS's core operations and policy work are funded by fees earned for consulting and technical assistance as well as a broad donor base including corporations, government, foundations and communities.

Additional Sources of Support.

How is the program currently funded?

The project in Pucallpa is being funded by the Skoll Foundation.

If other sources of funding currently exist for the expansion/ scaling up process, provide details on the sources, amounts and size of contribution

The program in Pucallpa is currently supported by several key stakeholders: foundations, private companies, municipal government, waste collection micro-enterprises (sale of recyclable materials), Ciudad Saludable's own funds (from consulting work). In 2005, Ciudad Saludable received US\$ 615,000 for several projects in Peru.

http://www.skollfoundation.org/media/press_releases/internal/031406.asp

Skoll Foundation's share for project in the city of Pucallpa: US\$ 300,000 for a 3-year period

Is the program already receiving funding or partial funding and what is the likelihood of it being funded elsewhere?

Yes, the program is currently receiving funding and CS is involved in negotiations with European foundations and US foundations.

Is the planned program expansion already receiving funding and what is the likelihood of it being funded elsewhere?

The likelihood of the expansion being funded is great not only from foundations but also from the private sector.

Sustainability

Briefly discuss the sustainability of the program and its activities.

The following ensures the sustainability of current projects:

- We have proved that including the recyclers' families into the global system of waste management, carrying out the separation of waste materials, is a win-win situation for all: cities (saving time and resources since they don't have to pick and select this waste), recyclers (don't have to separate waste on dump hills and they can collect already selected waste from households – moreover they have a uniform and special tricycles), population (since cities are cleaner and healthier), recycling firms (since producing paper, glass, etc. with more raw materials, they can save resources like energy, water and raw material). We all win since we are protecting the environment and public health. This tendency is still to be improved since recyclers are still seen as a nuisance here. We are working to put in place a guide to protect and respect the work of street recyclers and their families. Also we are developing a national guide to minimize costs for municipalities. In that guide, a special mention on the work of recyclers as part of the general plan is made.
- Change of the population's mindset: In 5 years we have raised awareness about of the sanitation issues in the cities our work has been implemented. One of our top priorities is waste management and cleanliness. In order to increase our impact, we have developed a Post-graduate Training Program as a Specialization Course at Catholic University in Lima (Universidad Catolica) so that the students can start replicating in their cities and in the rest of the country. We assist them so that replication is successful.
- Influenced public policy since the General Law on Waste Management was approved (Ley General de Residuos) and now the launch of the "Round Table of Dialogue for Sanitation" thanks to Ciudad Saludable. The National Council of Environment (CONAM), the Health Ministry, PAHO and even the political parties listen to us. We have asked them to subscribe to our environmental agenda for sanitation so that anyone who gets elected to public office (locally, regionally or nationally) will have the environment as a priority.
- We have produced a video describing our model that is being distributed to all municipalities of Peru to promote replication.
- All these activities make us grow and replicate even in other countries like Bolivia, Colombia, El Salvador, Mexico and Venezuela.

How likely are the operations of the program to continue over time and what are the specific plans to ensure it?

Ciudad Saludable designs projects paying great attention to their sustainability. We assess the compromise of community stakeholders such as municipal government, community leaders, private companies, and the population overall. It is very important that our integrated model allows the participation of different stakeholders at the early stage of the program. Thus, after the core activities have been implemented, there are local people who will lead the solid waste management program.

To what extent will the benefits arising from the activities of the program likely to continue after the activities have been completed?

Our experience in Carhuaz is an example that the CS model works and is sustainable. Ciudad Saludable's was recently awarded the 2006 Dubai International Award for Best Practices to Improve the Living Environment (<http://www.bestpractices.org/2006awardwinners.html>) for our project "Sustainable Solid Waste Management Program in the city of Carhuaz and the School of Planning and Environmental Municipal Management". In order to accomplish this competitive award, Ciudad Saludable was evaluated in several areas such as sustainability, community empowerment, and innovations that can be replicated, among others. The following is from the official press release: "The jury met in Palermo, Italy during the meeting of the Euro-Mediterranean Partnership of Local and Regional Authorities. The selection was made from a list of 48 initiatives, short-listed out of 715 submissions. The winners were all deemed to have made outstanding contributions to improving the quality of life in cities and communities... The jury based their decisions on criteria of tangible impact, partnership, and sustainability and also took into account considerations of leadership and community empowerment,

gender equality and social inclusion, and innovations that can be replicated...”

To develop our work we have mobilized resources from international cooperation, the national government, local authorities, private sector and the communities. All these resources allow the implementation of our projects and then each city takes ownership of the program in order to make sure they are sustainable.

Ciudad Saludable is working to expand and replicate its model. The Diploma on Solid Waste Management and the virtual platform of knowledge dissemination will make possible the training of local civil servants. We are planning an important dissemination campaign with videos and the systematization of the work and results. We are looking for the active engagement of more and larger firms to implement the Integral Solid Waste Management Program in low-income communities where they are based.

Also, we work in coordination with our partners since everyone has its own role and competence. They are:

Municipalities: they undertake the role of facilitators and they are responsible to provide the services and make sure private and public interests are coordinated.

Micro-enterprises: They provide services thanks to alternative technologies efficiently and generating employment in decent conditions.

Recyclers: they are organized in associations and they are part of the solid waste management system.

National Council of the Environment (CONAM): Allows the implementation of regional and national policies and initiatives.

General Directorate of the Health Ministry: provides the general legal and normative framework at the national level.

Organized Community: participates in the decision-making and guarantees the adequate implementation of the initiatives.

Private Firms: provide the financial support to many projects implemented successfully.

Ashoka: dissemination and promotion of the initiative, training in various fields since Albina Ruiz is an Ashoka Fellow.

Avina Foundation and Open Society Institute (for Carhuaz) and Skoll Foundation (for Pucallpa): Financial support and experience exchange, since Albina Ruiz is a selected leader.

Schwab Foundation: Promote social entrepreneurship in academic and business since Albina Ruiz was selected Schwab Entrepreneur in 2001.

Ownership and Management Details of the Programs

Provide a brief description of the organization's history, ownership and management details. Please attach CVs with the application.

Ciudad Saludable’s mission is to improve the living conditions in disadvantaged communities through innovative and sustainable solid waste management systems. Our initiatives contribute to long-term environmental, economic, and social development in the region.

CS supports establishment and operation of community-organized collection, recycling and disposal enterprises; works with public agencies to ensure that trash removal services are coordinated and backed by public officials; supports initiatives to combat illegal dumping; conducts public education campaigns to change habits of individuals and large institutions, and operates an organic demonstration farm to train farmers in using compost and recycled organic waste. At a national and international level, the CS team promotes policies and legislation and assists in the development of national plans to improve solid waste management and support replication of its enterprise-driven model.

Albina Ruiz Rios, Executive Director

Albina is the Executive Director of Ciudad Saludable in Lima, Peru. Ciudad Saludable develops efficient

solid waste management systems that generate employment and contribute to better quality of life and cleaner cities. She has more than 15 years of experience with programs in development and environmental management. She has experience in the management and execution of consulting services with multidisciplinary teams working for institutions like USAID, FONCODES, CONAM, DIGESA, GTZ, among others.

She is an Industrial Engineer (UNI) with a Masters in Ecological and Environmental Management (University Ricardo Palma). She also did studies in "Management of Hazardous Waste" at the University of Basel (Switzerland) and a specialization study in "Local Management and Direction" at the University of Rabida (Spain). She became Fellow of Ashoka Social Entrepreneurs 1996, and was recognized as one of the best social entrepreneurs at a global level (as elected by the Schwab Foundation). She was also elected leader of AVINA.

Jose Carlos Rodriguez Sanchez, President

Jose Carlos is the president of Ciudad Saludable in Lima, Peru. He has experience in consulting services for the following organizations: DFID Perú, OIT in Bolivia, GTZ, DED in Perú and Bolivia, PACT Perú, GTZ, ANC, ILLA, PAIS, ADELH, NGOs Mision de Basilea, TECNIDES, A. B. PRISMA, Vía Libre, IES, OACA, etc. His previous work was related to the direction and coordination of planning processes, design and project monitoring. It also included restructuring groups of workers into different operational levels in order to achieve effective communication at different levels. It finally also included implementing change processes and the management development in the organizations.

He holds a B.S. in Psychology from Universidad Nacional Mayor de San Marcos (1996), with a Masters in Organizational Psychology from the University Ricardo Palma. He is licensed in Social Planning of Local Development (School of Social Planning - Chile) and in the management of the project of the DSE (Berlín, Germany). He has 11 years of professional experience as coordinator of projects in the program APGEP SENREM SPDA-USAID, Carl Duisberg Gesselchaft e.V.; InWent (Peru, Ecuador y Bolivia), Director of the program of local development of IPES.

Other members are engineers with expertise in management of urban and industrial waste and design of waste management systems and as well as experience designing and managing municipal sanitation projects in several Latin American countries. CS has great depth and breadth of experience, as well as international credibility, in technical and policy aspects of solid waste management. Capacity building support during the grant period might focus on outreach and communications, governance or management systems.

Additional Materials:

2006 Dubai International Award for Best Practices to improve the Living Environment

<http://www.bestpractices.org/2006awardwinners.html>

Ciudad Saludable's project "Sustainable Solid Waste Management Program in the city of Carhuaz and the School of Planning and Environmental Municipal Management" received this award in March 2007.

2006 Latin Trade Bravo Award: "Environmentalism of the Year"

http://www.ltbravo.com/en/ganadores_ant.html

Albina Ruiz, Executive Director of Ciudad Saludable, was elected as the Environmentalism of the Year by Latin Trade—a US magazine.

2006 Skoll Awards for Social Entrepreneurship

<http://www.skollfoundation.org/grantees/2006.asp>

Ciudad Saludable received this prestigious grant. The Skoll Foundation's mission is to advance systemic change to benefit communities around the world by investing in, connecting and celebrating social entrepreneurs.

"The New Heroes"—A documentary by the PBS

To watch the *video*, please visit: <http://int2.cof.org/conversation/player.asp?id=9>. You will see both projects (Carhuaz and Pucallpa) in English.

Albina Ruiz is featured as one of the 14 “New Heroes”

The New Heroes tells the dramatic stories of 14 daring people from all corners of the globe who, against all odds, are successfully alleviating poverty and illness, combating unemployment and violence, and bringing education, light, opportunity and freedom to poor and marginalized people around the world.

Section B: Budget

Current Annual Budget:

Program operators are required to provide in the template below the current annual budget of the program.

This information pertains to the project in Pucallpa ONLY for the 2007 year.

Item	Details	Cost (US \$)	Total (US \$)
Personnel			
International Professionals			
National Professionals	Design and implementation of several programs (feasibility and market studies, capacity building, communication, manuals, etc)	15,736	
Consultants	Project director	12,000	
Administrative Personnel	Coordinator, environmental specialist, educational specialist, accountant, administrative assistant	33,600	
Others (please specify)	Formation and monitoring of micro-enterprises (business plan, registration, implementation of program)	6,000	
Total Personnel			\$ 67,336
Travel			
(indicate line items)	Transportation fares	2,000	
	Accommodation expenses	84	
	Food and others	120	
Total Travel			\$ 2,204
Contractual Services			\$
(indicate line items)			
Total Contractual Services			\$
Meetings and training			
Fellowships			
Seminars, workshops, training	Capacity building workshops for key stakeholders (recyclers, municipal workers, community leaders, household members)	14,400	14,400
Others (please specify)			
Total Meetings and training			\$ 14,400
Supplies			
(indicate line items)	Office materials	1800	
Total Supplies			\$ 1,800
Equipment			
IT Equipment	Computer, printer, picture camera, office furniture	1,885	
Transport	Equipment for waste collection micro-enterprises (tricycles, uniforms, other)	6,260	

Equipment			
Other Acquisitions			
Total Equipment			\$ 8,145
Other Costs			
Other	Treatment of organic waste and final disposition of solid waste	8, 000	
Institutional Overheads			
(indicate line items)			
Total Other Costs			\$ 8,000
Total Direct Costs			\$
Indirect Costs			\$
Total Project Cost			\$ 101,885

Budget Proposal

Program Operators are required to provide a budget proposal to show how the prize money would be used in the table provided below and a brief narrative. The budget must clearly outline and link the use of funds to the program expansion/replication plans described in the earlier section (Section A). All expected costs including travel and equipment must be included.

The funds from Global Development Network award will be used to expand the Pucallpa project to the shipibo community of San Francisco. The San Francisco community is inhabited by 300 aboriginal families (shipibos) and is located 45 minutes by boat, the only way to reach this area, from Pucallpa town. This region is located in the Amazon jungle of Peru.

Direct beneficiaries: 3 families from San Francisco shipibo community. Members of these families will work as “Rural Recyclers” earning an income from these activities.

Indirect beneficiaries: 300 families in San Francisco.

Family average size: 5-6 members

Level of education: primary school, very few secondary school.

Average monthly income: 300 soles (US\$ 95)

Main objective: To implement a recycling and waste collection system in San Francisco shipibo community and shantytowns of Pucallpa in order to improve the living conditions of people. The project aims to make tangible impact on 300 families from San Francisco at 4 different levels: i) environmental, by implementing a sustainable waste management system; ii) economic, by creating decent jobs for the recyclers who used to work as “scavengers” at dump sites; iii) social/cultural, by helping women from the shipibo community to maintain traditional techniques to make handy crafts products in order to increase their income; iv) public health, by reducing the incidence of illnesses related to the inappropriate disposal of waste.

Item	Details	Cost (US \$)	Total (US \$)
Personnel			
International professionals			
National Professionals	Development of sensitization program	2,000	
	Formation of micro-enterprises for the collection of waste	5,000	
Consultants			
Administrative Personnel			
Others (please specify)			
Total Personnel			\$ 7,000
Travel			
(indicate line items)			
Total Travel			\$
Contractual Services			\$
(indicate line items)			
Total Contractual Services			\$
Meetings and training			
Fellowships			
Seminars, workshops,			
Others (please specify)	Campaign of sensitization to use the "clean bag". Cleaning campaigns (street parades, schools, etc)	2,000 4,000	
Total Meetings and training			\$ 6,000
Supplies			
(indicate line items)			
Total Supplies			\$
Equipment			
IT Equipment			
Transport Equipment	Equipment for waste collection micro-enterprises (tricycles, uniforms, other)	6,760	
Other Acquisitions			
Total Equipment			\$ 6,760
Other Costs			
Marketing material	Development of written and visual (DVD) materials to document Pucallpa best practice	6,000	
Organic Waste treatment	Treatment of organic waste and final disposition of solid waste	7,000	
(indicate line items)			
Total Other Costs			\$ 13,000
Total Direct Costs			\$
Indirect Costs (15%)			\$
Total Project Cost			\$ 32,760

Partners and contribution for Carhuaz city ONLY

Partners	2003	2004	2005	Total
Ciudad Saludable Open Society Institute	142 000	70 470	47 300	259 770
AVINA		29 900	16 100	46 000
Sale of compost and humus			5 000	5 000
Municipalidad de Carhuaz Heavy machinery to build the landfill		22 000		22 000
Payments to micro-enterprises for landfill operations.		4 000	4 000	8 000
DHL Printing of posters with recycling themes		2 000		2000
Distribuidora Backus Painting of wall murals		3 000	1 000	4 000
Energy Aguaytía Printing pf environmental catalogue		700		700
DHL Printing pf environmental catalogue		700		700
BANSEP Video editing		1 500	3000	4 500
Health Centers Disposal of biological waste in treatment plant		800		800
Association of Farming Women of Carhuaz Sale of recycled products			3 000	3 000
Total Budget in US\$	142 000	135 070	79 400	356 470