



United Nations Development Programme  
Tanzania Country Office

Disaster Management Project

<b>Award Title:</b>	61951 (Award ID)	
<b>UNDAP Outcome:</b>	Prime Minister's Office (PMO) and Zanzibar Second Vice President's Office – Disaster Management Departments (DMD) effectively lead Emergency Preparedness and Response (EPR) with a focus on areas most susceptible to disasters (UNDAP Emergencies Working Group, Outcome 1)	
<b>UNDAP Output:</b>	Operational framework and dialogue structure for implementation of Disaster Management Policies in Mainland and Zanzibar in place	
<b>Key Results Area (UNDP Strategic Plan):</b>	UNDP Operations G: Crisis Prevention and Recovery, 95 and 99	
<b>Project Titles:</b>	<b>Project ID/ Title:</b>	<b>Project ID/ Title:</b>
	79105 Disaster Management – Mainland	79106 Disaster Management - Zanzibar
<b>Project Output(s):</b>	<p><b>1.1:</b> Revision of the National Operational Guidelines for the Disaster Management Policy</p> <p><b>1.2:</b> Formulation of a Policy M&amp;E framework</p> <p><b>1.3:</b> Convening of DRR national platform and formulation of a resource mobilisation strategy for emergency response</p> <p><b>1.4:</b> Development of a DRR training package for PMO-DMD</p>	<p><b>2.1:</b> Formulation of the National Operational Guidelines for the Disaster Management Policy</p> <p><b>2.2:</b> Formulation of a Policy M&amp;E framework</p> <p><b>2.3:</b> Convening of DRR sub-national platform and formulation of a resource mobilisation strategy for emergency response</p> <p><b>2.4:</b> Development of DRR training package for 2nd VPO-DMD</p>
<b>Implementing Partner:</b>	Prime Minister's Office – Disaster Management Department	Second Vice President's Office – Disaster Management Department
<b>Responsible Parties:</b>	Prime Minister's Office – Disaster Management Department	Second Vice President's Office – Disaster Management Department

**Brief Description**

This project aims to assist Tanzania in the transformation of disaster management preparedness and response from ad hoc and partial approaches and capacity to stronger planning, coordination and institutional readiness. This project document addresses UNDP's support to the implementation of the disaster management policies and the strengthening of institutional and coordination capacity of the Mainland and Zanzibar Disaster Management Departments through a National Implementation modality. The project builds on previous strong delivery from UNDP in the area of disaster preparedness and response through UNDAF 2007-2010 and UN Joint Programme 6.2.

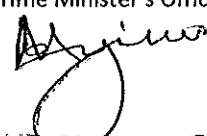
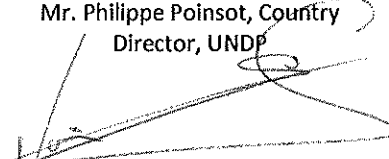
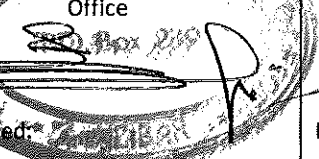
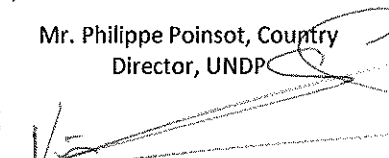
Programme Period:	2011-2015	Total resources required:	2,000,000
UNDAP Action ID:	53	Total allocated resources:	1,500,000
Atlas Award ID:	61951	Regular:	500,000
Start date:	1/11/2011	• Other:	
End Date:	30/6/2015	o One UN Fund	1,000,000
PAC Meeting Date:	1/12/2011	o Donor	TBD
Implementation Modality:	NIM Modality	o Donor	TBD
		o Government	TBD
		To be mobilised:	500,000
		In-kind Contributions:	

**Funding Agreement**

UNDP and the Implementing Partners (IP) have mutually agreed to implement the Project as part of the UNDAP in accordance with UNDP's rules and regulations as well as the Government of Tanzania's norms and procedures for nationally executed projects. UNDP and the IP hereby understand that the project will be implemented on the basis of an estimated budget as per the cover page over 2011-2015 conditional to the mobilization of resources up to the said amount in the budget. Thus, in the event that resources mobilized do not meet the estimated budget, UNDP and IP will review project activities with the view to prioritise activities that could maximise delivery of outcomes.

**Signature:**

UNDP and IP mutually agree to the terms above in pursuing effective implementation of the project

79105 Disaster Management - Mainland	Mr. Peniel M. Lyimo, Permanent Secretary, Prime Minister's Office 	Mr. Philippe Poinot, Country Director, UNDP 
<i>Project ID and title</i>	PERMANENT SECRETARY PRIME MINISTER'S OFFICE <i>Name of IP OFFICE</i>	UNDP <i>UNDP</i>
79106 Disaster Management - Zanzibar	Dr. Khalid Sajid Mohamed, Principal Secretary, Second Vice President's Office 	Mr. Philippe Poinot, Country Director, UNDP 
<i>Project ID and title</i>	<i>Name of IP</i>	UNDP <i>UNDP</i>

## 1. Project Rationale

Tanzania is vulnerable to recurring natural and human-made disasters that affect lives, livelihoods, destroy infrastructure and cause food insecurity and health problems. Persistent and emerging disaster risks require a well-organised multi-sector response to strengthen national disaster management structures in an effort to minimize risks, prepare for potential disasters and support the building of sustainable capacities to manage disaster response. In both Mainland and Zanzibar, the frequency of natural disasters is on the rise, inflicting greater damage, loss, and dislocation of vulnerable people. In particular, effects of climate change have made Tanzania more risk prone and vulnerable to natural disasters including flooding, drought and tropical storms. The scale and severity of some of the recent disasters affecting Tanzania, such as flooding in Kilosa district in Morogoro, Mpwapwa and Kongwa districts in Dodoma, and continuous re-occurring of cholera cases in both Mainland and Zanzibar, have put a strain on the humanitarian response capacity. Weak coordination mechanisms during emergency response and inadequate preparedness measures at all levels have been a major challenge in the country for years, thus posing an urgent need to transform this situation through strengthening national structures and systems to enhance emergency management and coordination.

Globally, UNDP works closely with countries at risk of disasters, assisting them in adopting new laws and policies and establishing new institutions addressing the need to anticipate and minimize the effects of disasters, prevent losses, and recover when disasters occur. In Tanzania, UNDP has supported disaster risk management since the 1990s when the Disaster Management Department was established. Early efforts were made to support the nascent institution to acquire qualified human resources and office infrastructure. During UNDAF (2007-2010), UNDP provided essential support to strengthening the institutional capacity of the Disaster Management Departments in Mainland and Zanzibar and offered technical assistance in establishing legal and policy frameworks for effective disaster management.

In the context of Delivering as One and the wider support to the UN Development Assistance Plan 2011-2015 (UNDAP) Emergencies Programme Working Group, UNDP's stands as a trusted partner of the Mainland and Zanzibar Governments with a unique role and a comparative advantage to further strengthen the institutional coordination framework and adoption of disaster management policies and plans. UNDP's long-term engagement in disaster management ensures sustainable institutional capacity and coordination at the central level which compliments the work of other UN agencies of the Emergencies Programme Working Group. Through UNDAF, UNICEF is committed to strengthening emergency preparedness and response at the regional and district levels through development of Emergency Preparedness and Response Plans for select regions, Emergency WASH and local level disaster management communication. WFP will offer support in establishing food security Early Warning systems, capacity needs assessment, training in nutrition food security, a review of the existing nutrition surveillance system and will work with UNDP and UNFPA to integrate a food security component in the National Operational Guidelines for Mainland and Zanzibar. FAO will support relevant ministries in Mainland and Zanzibar with the establishment of livestock and food crop diseases Early Warning Systems. UNFPA will assist the Tanzania Red Cross in procurement of contraceptives, delivery kits and dignity kits and will work closely with UNDP and WFP to incorporate reproductive health and gender in the National Operational Guidelines for Mainland and Zanzibar. WHO will support the Ministry of Health and Social Welfare in developing an All Hazard Emergency Preparedness and Response plan, guidelines for medical emergency requirement and will support emergency WASH coordination meetings. Drawing on the experience and commitment of the UN system in Tanzania, the overarching objective of the UNDAF Emergencies Programme Working Group is to ensure that Tanzania is significantly better equipped to prepare for and respond to disasters.

This project will support the implementation of the disaster management policies and the strengthening of institutional and coordination capacity of the Mainland and Zanzibar Disaster Management Departments. The project further aims to ensure that disaster risk management becomes a multi-sector and multi-stakeholder concern which engages relevant Ministries, Departments and Agencies and local government as well non-state actors such as civil society, the private sector and local communities. The ultimate expected result of the project is that the Disaster Management Departments in Mainland and Zanzibar are

equipped to prepare for and respond to disasters in a timely and effective manner and other parts of government are aware of disaster management/preparedness and incorporate such in appropriate planning. Building on its experience in Disaster Risk Reduction and established record of disaster management support in the country, UNDP will contribute to enhancing emergency preparation and response capacities of the Government of Tanzania and the Revolutionary Government of Zanzibar. Emphasis will be on strengthening the institutional capacity of PMO-DMD and 2<sup>nd</sup> VPO-DMD by ensuring the operational framework and dialogue structure for the Disaster Risk Reduction policies, regulations and guidelines are in place and through targeted capacity development in Disaster Risk Reduction in line with the Hyogo Framework for Action 2005-2015 standards.

Moreover, UNDP seeks to enhance national ownership through contribution to the national priorities outlined in the Tanzanian Vision 2025 and Zanzibar Vision 2020, the national poverty reduction strategies and the national priorities aligned to MKUKUTA II (2010-2015) in Mainland and to MKUZA II (2010-2015) in Zanzibar.

- Mainland: Cluster three, goal 4; capacity to mitigate the adverse impacts of climate change and natural and human disasters enhanced.
- Zanzibar: Cluster three, goal 2, target 3.2.7: Preparedness and response to disasters guaranteed by 2015.

## 2. Project Description

UNDP support to disaster management builds on achievements under UNDAF 2007-2011 and UN Joint Programme 6.2 'Strengthening National Disaster Preparedness and Response Capacity'. Through UN JP 6.2, UNDP has contributed to strengthening disaster preparedness and response in 3 key areas: (1) disaster risk assessments for Mainland and Zanzibar; (2) Disaster Management Policy and plan formulation and endorsement in Zanzibar; and (3) building disaster response capacity in Zanzibar. The Government of the United Republic of Tanzania and the Zanzibar Revolutionary Government are defined in the Union's constitution which states that Disaster Risk Management is not a Union matter and the two governments have the responsibility for Tanzania Mainland and Tanzania Zanzibar respectively. UNDP's support has been targeted through the Disaster Management Departments in Mainland and Zanzibar and implemented by respective government institution.

UNDP's support to disaster management in Mainland and Zanzibar is an integral part of the UNDAF and the project is planned for the duration of 4 years, 2011-2015. The project consists of 2 components; Disaster Management Mainland and Disaster Management Zanzibar. UNDP's contribution to disaster management in Mainland and Zanzibar is guided by the UNDAF Emergencies Working Group outcome 1, output 1 and Key Action 53.

### UNDAP Outcome

Prime Minister's Office (PMO) and Second Vice President's Office – Disaster Management Departments (DMD) effectively lead Emergency Preparedness and Response (EPR) with a focus on areas most susceptible to disasters.

### UNDAP Output

Operational framework and dialogue structure for implementation of Disaster Management Policies in Mainland and Zanzibar in place.

### UNDAP Key Action 53/Project Outputs

1. Technical and financial assistance in revising the National Operational Guideline (NOG) for Mainland;
2. Support development of NOG for Zanzibar;
3. Monitoring and Evaluation System to ensure implementation of the Disaster Management Policies is established;
4. Support PMO/2<sup>nd</sup> VPO – DMDs to convene broad based stakeholder national disaster management platform consultations and support to the formulation of a resource mobilisation strategy for emergency response;
5. Capacity-building of PMO/2<sup>nd</sup> VPO-DMD staff related to effective disaster management coordination.

This project aims to strengthen Tanzania's disaster risk management capacity via the development of the national disaster risk reduction capacity and the implementation of the current institutional and legislative frameworks. Specifically, the project will work at strengthening disaster management in Tanzania through its two components including the following UNDP activities.

### UNDP activities

#### Component 1: Mainland

##### 1.1: Revision of the National Operational Guidelines for the Disaster Management Policy

The Tanzania Disaster Management policy was endorsed in 2004. In 2010, the Disaster Management Department undertook a policy review with the intention of integrating Disaster Risk Reduction in the policy as well as align it with the Hyogo Framework for Action 2011-2015 and the Africa Strategy for Disaster Risk Reduction 2006-2015. The Disaster Management Policy review is currently awaiting final endorsement. In the process of undertaking policy review, the Disaster Management Department has acknowledged the need to update the National Operational Guidelines which set out a framework for minimum standards for preparedness and response in line with the Disaster Management Policy. National Operational Guidelines should set clear, measurable and time-bound objectives. Furthermore, they should have pre-defined performance indicators which can be used to measure the successful, or otherwise, achievement of the objectives. They should focus on disaster response, but should also equally stress the importance of escalation prevention measures. They should fully define the roles and responsibilities during all stages of disaster risk reduction.

Led by the Disaster Management Department and in consultation with UN members of the UNDP Emergencies Programme Working Group, UNDP will support the review process of the National Operational Guidelines for the Disaster Management Policy. In line with the reviewed Disaster Management Policy, UNDP will support the Disaster Management Department with technical assistance to incorporate climate change analyses in the institutional framework of the National Operational Guidelines. The DMD will consult the Department of Environment in the formulation of the National Operational Guidelines. Moreover, UNDP will offer financial assistance to obtain consultancy services in the National Operational Guideline review. UNDP will further assist the Disaster Management Department to develop a consultative process for discussion, dissemination and validation of the Guidelines. As established in the UNDP programming planning phase, UNDP will coordinate its support to the Disaster Management Department with UNFPA and WFP who plan to support the review process in the sectors of reproductive health and gender (UNFPA) and food security (WFP).

##### 1.2: Formulation of a Policy Monitoring and Evaluation framework

The establishment of an M&E framework for the Disaster Management Policy aims to serve a number of purposes. Firstly, the Disaster Management Department and relevant programme partners will be able to measure the degree of progress made in the implementation of the policy, in the results and impacts of Disaster Management initiatives, as well as in the lessons learned from implementation efforts, in order to

foster best practices. Secondly, an M&E framework can provide information and processed data for use in developing a database for profiles and trend analyses, and for developing institutional memory, such that the disaster management system can learn from past mistakes, successes and experiences so as to improve the effectiveness and efficiency of disaster management.

The results of **climate change** and related **global environmental changes** induce disaster risks in Tanzania that will require a comprehensive disaster management preparedness and response. In line with the review and formulation of the National Operational Guidelines and drawing on UNDP's work on climate change under UNREDD, the M&E framework will incorporate relevant climate change indicators and thereby forge links between disaster risk reduction and the impact of climate change. Furthermore, it is critical to address **gender** in the implementation of the Disaster Management Policy, as disasters do not affect men, women and children equally. In times of crisis, it is often marginalized populations, such as women and children, who suffer most. As gender differences and socio-economic inequalities make women particularly vulnerable to disasters, the M&E framework will ensure that gender indicators measuring the different effects of disasters on women and men are integrated.

Building on the provisions in the policy, the M&E framework will measure the level of the coordination of participatory partnerships in disaster management and integrated risk analyses, preparedness and response. The M&E framework will foster integrated analyses of particular hazards or disasters, as well as critical assessments of the results of disaster management interventions. Evaluated data will generate knowledge on the frequency of disaster recurrence, and for application on strategic planning, contingency planning and general planning for disaster management.

UNDP will support the Disaster Management Department in obtaining consultative services in the establishment of an M&E framework for the Disaster Management Policy. UNDP will also support a consultative process for discussion, dissemination and application of the M&E framework.

### 1.3: Convening of Disaster Risk Reduction national platform

The Disaster Risk Reduction national platform for Tanzania Mainland was established 2005 as a mechanism aiming to coordinate disaster related issues across Ministries, Agencies and Departments. In accordance with the Hyogo Framework for Action, priority 1 which emphasizes the need of making disaster risk reduction a priority, the establishment of a Disaster Risk Reduction national platform sought to contribute to the building of Tanzania Mainland institutional resilience to disasters in an effort to achieve sustainable development. Specifically the platform aimed to:

1. To develop an integrated approach to prevention, preparedness and mitigation to disasters;
2. To enhance effective and efficient utilization of available resources for Disaster Risk Reduction;
3. Building a culture of safety, and strengthening disaster preparedness at all levels.

The Disaster Management Department has acknowledged the need to revitalise and strengthen the coordination function of the national platform. Building on the experience in helping governments worldwide in establishing disaster risk reduction national platforms, UNDP will support the Disaster Management Department in establishing a Terms of Reference for the national platform, revising the set objectives as well as assist in the coordination of bi-annual platform meetings with relevant stakeholders. In order to ensure high level commitment, support is required to strengthen the advocacy and communications function of the national platform. UNDP will support the management function of the platform and, in order to establish a national platform 'Champion', an initial meeting will be coordinated with the Tanzania Disaster Relief Committee, the highest disaster management coordination body represented at the Permanent Secretary level. Moreover, in order to strengthen the national platform function, UNDP will facilitate links with the Parliament Committee system. The UN specialised agency in disaster reduction, UNISDR has been requested to support the strengthening of the national platform in Mainland.

Linked to the aims of the national platform, is the need to strengthen Government's resource mobilisation capacity for emergency response equipment. UNDP will support the formulation of an integrated resource mobilisation strategy which caters to emergency response needs arising from the Disaster Management Department and the national platform.

#### 1.4: Development of a DRR training package for PMO-DMD

Within the context of UN Joint Programme 6.2, UNDP supported the Disaster Management Department in the preparation of a Disaster Risks and Capacity Needs Assessment which was finalised in 2008. The needs assessment stipulates the need for strengthening the institutional capacity of the Disaster Management Department in the area of disaster risk reduction, particularly in applying measures to reduce the underlying risk factors and mainstreaming of disaster issues into development programmes and plans. In the UNDAP programming phase, the Disaster Management Department has requested UNDP to support the formulation of a Disaster Risk Reduction toolkit which will enhance the institutional knowledge base in this area. Drawing on the findings of the Disaster Risks and Capacity Needs Assessment, the formulation of a Disaster Risk Reduction toolkit will be participatory and tailored to correspond to existing and emerging needs of DMD staff.

### Component 2: Zanzibar

#### 2.1: Formulation of the National Operational Guidelines for the Disaster Management Policy

Through UN Joint Programme 6.2, UNDP has supported the Disaster Management Department in Zanzibar in the first ever formulation of a Disaster Management Policy which was endorsed in June 2011. Through the UNDAP programming phase, the Disaster Management Department has requested UNDP to support the formulation of National Operational Guidelines in support of the policy which set out a framework for minimum standards for preparedness and response. National Operational Guidelines should set clear, measurable and time-bound objectives. Furthermore, they should have pre-defined performance indicators which can be used to measure the successful, or otherwise, achievement of the objectives. They should focus on disaster response, but should also equally stress the importance of escalation prevention measures. They should fully define the roles and responsibilities during all stages of disaster risk reduction.

Led by the Disaster Management Department and in consultation with UN members of the UNDAP Emergencies Programme Working Group, UNDP will support the formulation of the National Operational Guidelines for the Disaster Management Policy. In line with the Disaster Management Policy, UNDP will support the Disaster Management Department with technical assistance to incorporate climate change analyses in the institutional framework of the National Operational Guidelines. The DMD will consult the Department of Environment in the formulation of the National Operational Guidelines. Moreover, UNDP will offer financial assistance to obtain consultancy services in the National Operational Guideline formulation. UNDP will further assist the Disaster Management Department to develop a consultative process for discussion, dissemination and validation of the Guidelines. As established in the UNDAP programming planning phase, UNDP will coordinate its support to the Disaster Management Department with UNFPA and WFP who plan to support the process in the sectors of reproductive health and gender (UNFPA) and food security (WFP).

#### 2.2: Formulation of a Policy Monitoring and Evaluation framework

The establishment of an M&E framework for the Disaster Management Policy aims to serve a number of purposes. Firstly, the Disaster Management Department and relevant programme partners will be able to measure the degree of progress made in the implementation of the policy, in the results and impacts of Disaster Management initiatives, as well as in the lessons learned from implementation efforts, in order to foster best practices. Secondly, an M&E framework can provide information and processed data for use in developing a database for profiles and trend analyses, and for developing institutional memory, such that

the disaster management system can learn from past mistakes, successes and experiences so as to improve the effectiveness and efficiency of disaster management.

The results of **climate change** and related global **environmental changes** induce disaster risks in Tanzania that will require a comprehensive disaster management preparedness and response. In line with the review and formulation of the National Operational Guidelines and drawing on UNDP's work on climate change under UNREDD, the M&E framework will incorporate relevant climate change indicators and thereby forge links between disaster risk reduction and the impact of climate change. Furthermore, it is critical to address **gender** in the implementation of the Disaster Management Policy, as disasters do not affect men, women and children equally. In times of crisis, it is often marginalized populations, such as women and children, who suffer most. As gender differences and socio-economic inequalities make women particularly vulnerable to disasters, the M&E framework will ensure that gender indicators measuring the different effects of disasters on women and men are integrated.

Building on the provisions in the policy, the M&E framework will measure the level of the coordination of participatory partnerships in disaster management and integrated risk analyses, preparedness and response. The M&E framework will foster integrated analyses of particular hazards or disasters, as well as critical assessments of the results of disaster management interventions. Evaluated data will generate knowledge on the frequency of disaster recurrence, and for application on strategic planning, contingency planning and general planning for disaster management.

UNDP will support the Disaster Management Department in obtaining consultative services in the establishment of an M&E framework for the Disaster Management Policy. UNDP will also support a consultative process for discussion, dissemination and application of the M&E framework.

### 2.3: Convening of DRR sub-national platform

Through UN Joint Programme 6.2, UNDP has supported the Disaster Management Department in coordinating and convening a preparatory meeting to establish a sub-national platform. The Disaster Management Department is requesting UNDP support to formally launch the platform with set objectives and a clearly defined Terms of Reference and with similar support as provided to the Mainland national platform. The coordination function of the sub-national platform shall be linked to the Mainland national platform. Building on the experience in helping governments worldwide in establishing disaster risk reduction national platforms, UNDP will support the Disaster Management Department in establishing a Terms of Reference for the sub-national platform, revising the set objectives as well as assist in the coordination of bi-annual platform meetings with relevant stakeholders.

In order to ensure high level commitment, support is required to strengthen the advocacy and communications function of the sub-national platform. UNDP will support the management function of the platform and, in order to establish a national platform 'Champion', an initial meeting will be coordinated with the Zanzibar National Disaster Management Committee, the highest disaster management coordination body represented at Ministerial level. The UN specialised agency in disaster reduction, UNISDR has been requested to support the establishment of the sub-national platform in Zanzibar.

Linked to the aims of the sub-national platform, is the need to strengthen Government's resource mobilisation capacity for emergency response equipment. UNDP will support the formulation of an integrated resource mobilisation strategy which caters to emergency response needs arising from the Disaster Management Department and the sub-national platform.

### 2.4: Development of DRR training package for 2<sup>nd</sup> VPO-DMD

Similarly to Tanzania Mainland, UNDP supported the Disaster Management Department in Zanzibar in the preparation of a Disaster Risks and Capacity Needs Assessment which was finalised in 2008. The findings of the assessment were similar to that of Mainland; there is a need to strengthening the institutional capacity of the Disaster Management Department in the area of disaster risk reduction. . In the UNDP



programming phase, the Disaster Management Department has requested UNDP to support the formulation of a Disaster Risk Reduction toolkit which will enhance the institutional knowledge base in this area. Drawing on the findings of the Disaster Risks and Capacity Needs Assessment, the formulation of a Disaster Risk Reduction toolkit will be participatory and tailored to correspond to existing and emerging needs of DMD staff.

#### Project implementation strategy

This project will be managed through a national implementation modality. UNDP will support the Government of Tanzania and the Revolutionary Government of Zanzibar in achieving the results described above. The disaster profile of Tanzania Mainland and Zanzibar is changing, partly as an effect of climate change, and the need to have in place institutions and capacities that can address emerging as well as persistent risks is growing in importance. Climate change is a cross-cutting consideration in the UNDAP and UNDP will ensure that interventions will foster synergies between climate change and disaster risk reduction.

Moreover, gender mainstreaming is integral to UNDAP programming. As an institutional and cultural transformation process, gender mainstreaming should include eliminating gender biases in the institutional frameworks and paradigms for disaster risk management. Gender analyses must be incorporated into policies and programmes, while developing gender sensitive tools to assess vulnerability, to ensure women's inclusion as an operational target in disaster risk management, to guarantee women's access to information and incorporation in the decision making process, and for recovery planning to address the root causes of gendered vulnerability. Therefore, it is acknowledged that empowering women in disaster management will further minimized the negative impact of exposure to a disaster in Mainland and Zanzibar alike.

#### Partnership strategy

In the context of UNDAP programming, UNDP is committed to support national ownership and leadership of the reform agenda and contribute to greater development effectiveness and impact by maximizing the organization's comparative advantages as a trusted and honest broker, an impartial partner, a facilitator of dialogue as well as an experienced partner in capacity development. UNDP will do so by building strategic partnerships, by extending the UNDP knowledge networks to partners, by sharing international good practices, by supporting innovations, and by promoting inclusion and accountability.

UNDP in collaboration with the Government of Tanzania and the Revolutionary Government of Zanzibar will seek to ensure coherent and effective cooperation with the relevant Government institutions, as well as the local authorities and civil society who share the common interest of promoting disaster prevention and preparedness, management, response and recovery.

UNDP will further coordinate all activities with the UN agencies involved in the UNDAP Programme Working Group on Emergencies who may have an important role who have an important role to play, and significant expertise to share, in both the preparedness and response stages of disaster management. At the international level, the Project Management will cooperate with various partners including UNDP Bureau for Crisis Prevention and Recovery (BCPR) in New York, United Nations Office for Co-ordination of Humanitarian Affairs (OCHA), and United Nations International Strategy for Disaster Reduction (UNISDR).

The guiding principles for UNDP's support under UNDAP are:

- **National ownership and leadership:** support to national ownership and leadership of the development agenda including national processes for dialogue, planning and monitoring;
- **Delivering as one:** the project will cover areas where UNDP has a comparative advantage in terms of technical expertise, dialogue and advocacy and will complement the work of UN agencies contributing to the UNDAP Programme Working Group on Emergencies;

- **Jointness:** the project is part of a set of shared results that are achievable for the UN to jointly contribute to and be held accountable for;
- **Division of Labour:** based on nationally defined priorities, the JAST guidelines, filling a clear national gap and speaking to UN comparative advantage;
- **Coherence and minimising transaction cost:** especially for government at all levels, implementing partners and other development partners;
- **Increased use of National systems:** increasingly using national systems by working through sector wide programs, pooling of resources, and participating in basket funds ;
- **Ensure sustainability** of disaster reduction systems and capacities in Tanzania on the central level.

#### Resource mobilization strategy

Resource mobilisation for the project will be a joint undertaking by UNDP and the Government of Tanzania and the Revolutionary Government of Zanzibar. The budget for the project is 2,000,000 USD 2011-2015.

**Core resources:** UNDP shall mobilise core resources from TRAC 1 and TRAC 3.

**One UN Fund:** UNDP will assist One Fund resource mobilisation under the leadership of the Resident Coordinator and the UNDAP Emergencies Programme Working Group.

**Non-core resources:** A bilateral cost sharing agreement with UNDP as per the existing global formats between UNDP and respective donor.

While the UN in Tanzania under the UN Development Assistance Plan (UNDAP) welcomes unearmarked contributions to the One Fund as the preferred modality, donors intending to earmark resources are encouraged to make bilateral contributions.

## United Nations Development Programme



### 3. Multi Year Results and Resources Framework

<p><b>UNDP Outcome:</b> Prime Minister's Office (PMO) and Second Vice President's Office – Disaster Management Departments (DMD) effectively lead Emergency Preparedness and Response (EPR) with a focus on areas most susceptible to disasters</p> <p><b>Expected UNDP Output:</b> Operational framework and dialogue structure for implementation of Disaster Management Policies in Mainland and Zanzibar in place</p> <p><b>Applicable Key Results Area:</b> (UNDP Strategic Plan 2008-2012) UNDP Operations G: Crisis Prevention and Recovery, 95 and 99</p> <p><b>UNDP Key Result Action:</b> TA and FA in revising the National Operational Guideline (NOG) for Mainland; Support development of NOG for Zanzibar; M&amp;E System to ensure implementation of the Disaster Management Policies is established; Support PMO/2nd VPO-DMDs to convene broad based stakeholder national disaster management platform consultations; Capacity-building of PMO/2nd VPO-DMD staff related to effective disaster management coordination.</p> <p><b>Project Title:</b> Disaster Management Project.</p> <p><b>ATLAS Award ID:</b> 61951</p> <p><b>Project ID:</b> 79105 Mainland, 79106 Zanzibar</p>				
Intended Outputs	Indicative Activities	Output Targets (Years)	Implementing Partners and Others	Inputs and Budget
<p>Output 1: Operational framework and dialogue structure for implementation of the Disaster Management Policies in Mainland and Zanzibar in place</p> <p>Baseline: NOG for Mainland needs updating following review of DMP; NOG for Zanzibar not yet in place No holistic M&amp;E framework in place for implementation of the DMPs National Platform is not functional</p>	<p>(i) Review of the National Operational Guidelines for the Disaster Management Policy including climate change analyses</p> <p>(ii) Consultative meetings for orientation and endorsement of the National Operational Guidelines for the Disaster Management Policy</p> <p>(iii) Formulation of an M&amp;E framework for the Disaster Management Policy including integration of climate</p>	<p><b>Targets (2012)</b> NOG updated</p> <p><b>Targets (2013)</b> NOG operationalised</p> <p><b>Targets (2014)</b> NOG disseminated and used</p> <p><b>Targets (2015)</b> NOG reviewed and evaluated</p> <p><b>Targets (2013)</b> Consultative meetings held</p> <p><b>Targets (2012)</b> DMP M&amp;E framework developed</p>	<p>Prime Minister's Office – Disaster Management Department</p> <p>Prime Minister's Office – Disaster Management Department</p> <p>Prime Minister's Office – Disaster Management Department</p>	<p>Contractual services, technical assistance <b>125,000 USD</b></p> <p>Workshop costs, technical assistance <b>70,000 USD</b></p> <p>Contractual services, technical assistance <b>135,000 USD</b></p>

<p>Insufficient institutional capacity at PMO/CMO-DMD to coordinate disaster management</p> <p><b>Targets:</b></p> <p>Updated NOGs for both Mainland and Zanzibar in place, reviewed and evaluated</p> <p>DMP M&amp;E Plan functional and review report available</p> <p>The National Platform meets regularly and promotes actions to further the Hyogo Framework</p> <p>Improved PMO/CMO - DMD staff capacities</p> <p><b>Indicators:</b></p> <p>National Operational Guidelines in place and evaluated</p> <p>M&amp;E System for implementation of Disaster Management Policies in place</p> <p>Regular National Platform dialogues focused on the implementation of the Hyogo Framework for Action</p> <p>Schedule and modality for training plan in place for PMO/CMO-DMD staff</p>	<p>change and gender indicators</p> <p>(iv) Arrangement of national DRR platform meetings</p> <p>(v) Support to the management and advocacy function of the DRR national platform</p> <p>(vi) Support to the formulation of a resource mobilisation strategy for emergency response equipment</p> <p>(vii) Develop training package on DRR for DMD staff including preparedness and response coordination and communication</p>	<p><b>Targets (2013)</b></p> <p>DMP M&amp;E framework developed</p> <p><b>Targets (2014)</b></p> <p>DMP M&amp;E framework functional</p> <p><b>Targets (2015)</b></p> <p>DMP M&amp;E framework functional and review report available</p> <p><b>Targets (2012)</b></p> <p>National Platform structure established and meetings held regularly</p> <p><b>Targets (2013)</b></p> <p>National platform meetings held regularly</p> <p><b>Targets (2014)</b></p> <p>National platform meetings held regularly</p> <p><b>Targets (2015)</b></p> <p>National platform meetings held regularly and promotes actions to further the Hyogo Framework for Action</p> <p><b>Targets (2012)</b></p> <p>Project staff in place</p> <p><b>Targets (2012)</b></p> <p>Resource mobilisation strategy in place</p> <p><b>Targets (2012)</b></p> <p>Training plan for PMO-DMD staff developed</p> <p><b>Targets (2013)</b></p> <p>Training plan for PMO-DMD staff implemented and reviewed</p> <p><b>Targets (2014)</b></p> <p>Training plan for PMO-DMD staff</p>	<p>Prime Minister's Office – Disaster Management Department</p> <p>Prime Minister's Office – Disaster Management Department</p> <p>Prime Minister's Office – Disaster Management Department</p> <p>Prime Minister's Office – Disaster Management Department</p>	<p>Workshop costs, technical assistance</p> <p><b>137,500 USD</b></p> <p>Contractual services including 1 designated project staff</p> <p><b>200,000 USD</b></p> <p>Contractual services</p> <p><b>20,000 USD</b></p> <p>Contractual services, information dissemination, technical assistance</p> <p><b>75,000 USD</b></p>
--	---	--	---	---

		implemented and reviewed <b>Targets (2015)</b> Improved PMO-DMD staff capacities <b>Targets (2013)</b> Training plan for PMO-DMD staff implemented and reviewed	Prime Minister's Office – Disaster Management Department	Technical assistance <b>35,000 USD</b>
(viii) DRR training conducted for DMD staff				
(ix) Formulation of the National Operational Guidelines for the Disaster Management Policy including climate change analyses		<b>Targets (2012)</b> NOG for Zanzibar developed <b>Targets (2013)</b> NOG finalised and endorsed <b>Targets (2014)</b> NOG disseminated and used <b>Targets (2015)</b> NOG reviewed and evaluated	Second Vice President's Office – Disaster Management Department	Contractual services, technical assistance <b>125,000 USD</b>
(x) Consultative meetings for orientation and endorsement of the National Operational Guidelines for the Disaster Management Policy		<b>Targets (2013)</b> Consultative meetings held	Second Vice President's Office – Disaster Management Department	Workshop costs, technical assistance <b>70,000 USD</b>
(xi) Formulation of an M&E framework for the Disaster Management Policy including integration of climate change and gender indicators		<b>Targets (2012)</b> DRR Policy M&E framework developed <b>Targets (2013)</b> DRR Policy M&E framework developed <b>Targets (2014)</b> DRR Policy M&E framework functional <b>Targets (2015)</b> DRR Policy M&E framework functional and review report available	Second Vice President's Office – Disaster Management Department	Contractual services, technical assistance <b>141,869USD</b>
(xii) Arrangement of national DRR platform meetings		<b>Targets (2012)</b> Sub-national Platform structure established and meetings held regularly <b>Targets (2013)</b> Sub-national platform meetings held regularly	Second Vice President's Office – Disaster Management Department	Workshop costs, technical assistance <b>137,500 USD</b>

	<p><b>Targets (2014)</b> Sub-national platform meetings held regularly</p> <p><b>Targets (2015)</b> Sub-national platform meetings held regularly and promotes actions to further the Hyogo Framework for Action</p>		<p><b>Targets (2012)</b> Project staff in place</p>	<p>Second Vice President's Office – Disaster Management Department</p>	<p>Contractual services, including 1 designated project staff <b>200,000 USD</b></p>
<p>(xiii) Support to the management and advocacy function of the DRR sub-national platform *</p> <p>* ToR of the project staff is subject to discussion on existing needs in 2<sup>nd</sup> VPO-DMD</p>			<p><b>Targets (2012)</b> Resource mobilisation strategy in place</p>	<p>Second Vice President's Office – Disaster Management Department</p>	<p>Contractual services <b>20,000 USD</b></p>
<p>(xiv) Support to the formulation of a resource mobilisation strategy for emergency response equipment</p> <p>(xv) Develop a training package on DRR for DMD staff including preparedness and response coordination and communication</p>	<p><b>Targets (2012)</b> Training plan for 2<sup>nd</sup> VPO-DMD staff developed</p> <p><b>Targets (2013)</b> Training plan for 2<sup>nd</sup> VPO-DMD staff implemented and reviewed</p> <p><b>Targets (2014)</b> Training plan for 2<sup>nd</sup> VPO-DMD staff implemented and reviewed</p> <p><b>Targets (2015)</b> Improved 2<sup>nd</sup> VPO-DMD staff capacities</p>		<p><b>Targets (2013)</b> Training plan for 2<sup>nd</sup> VPO-DMD staff implemented and reviewed</p>	<p>Second Vice President's Office – Disaster Management Department</p>	<p>Contractual services, information dissemination, technical assistance <b>75,000 USD</b></p>
<p>(xvi) DRR training conducted for DMD staff</p>			<p><b>Targets (2013)</b> Training plan for 2<sup>nd</sup> VPO-DMD staff implemented and reviewed</p>	<p>Second Vice President's Office – Disaster Management Department</p>	<p>Technical assistance <b>35,000 USD</b></p>
<p><b>Project Support Costs</b> Program Analyst, BCPR Technical</p>					<p><b>300,000 USD</b></p>

Assistance, Programme monitoring, Mid-term and final Evaluation		
GMS		98,131 USD
<b>Grand Total</b>		<b>2,000,000 USD</b>

4. Project Annual Work Plan (Project ID:00079105/00079106)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 1</b> Revision of NOGs for the Disaster Management Policy, formulation of a Policy M&E framework and convening of DRR national platform; development of a DRR training package for DMD.  <b>Baseline:</b> NOG for Mainland needs updating following review of DMP No holistic M&E framework in place for implementation of the DMP National Platform is not functional Insufficient institutional capacity at PMO-DMD to coordinate disaster	<b>1. Activity Result</b> Review the National Operational Guidelines for the Disaster Management Policy including climate change analyses			x	x	PMO-DMD	One Fund	Contractual services, technical assistance	40,000 USD
	<b>2. Activity Result</b> Formulation of an M&E framework for the Disaster Management Policy including integration of climate change and gender indicators			x	x	PMO-DMD	One Fund	Contractual services, technical assistance	41,250 USD
	<b>3. Activity Result</b> Arrangement of bi-annual national DRR platform meetings			x	x	PMO-DMD	One Fund	Contractual services, workshop costs, technical assistance	10,000 USD





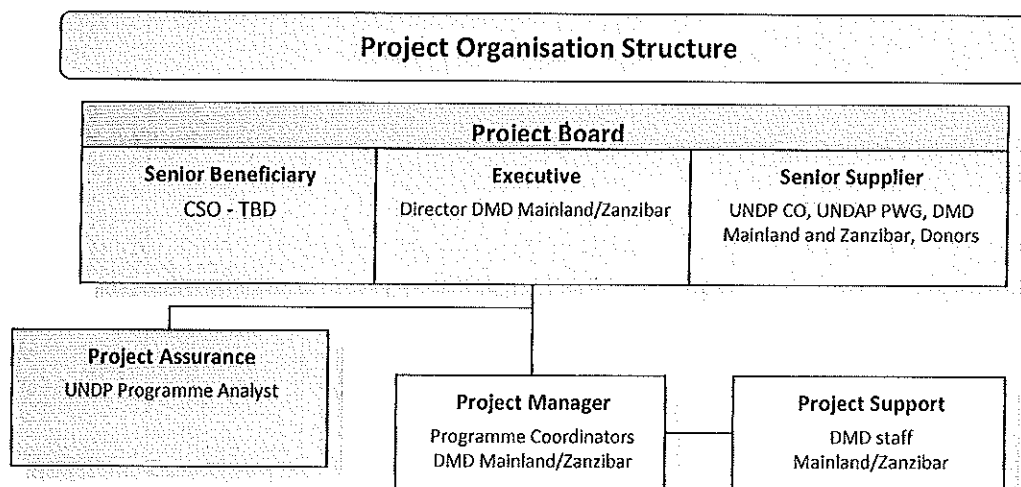
<p><b>Baseline:</b> NOG for Zanzibar not yet in place No holistic M&amp;E framework in place for implementation of the DRR Policy Sub-national Platform is not functional Insufficient institutional capacity at 2ndVPO-DMD to coordinate disaster</p>	<p><b>6. Activity Result</b> Formulation of an M&amp;E framework for the Disaster Management Policy including integration of climate change and gender indicators</p>				x	x	2 <sup>nd</sup> VPO-DMD	One Fund	Contractual services, technical assistance	41,250 USD
	<p><b>7. Activity Result</b> Arrangement of bi-annual national DRR platform meetings</p>				x	x	2 <sup>nd</sup> VPO-DMD	One Fund	Contractual services, workshop costs, technical assistance	10,000 USD

<p>management <b>Indicators:</b> National Operational Guidelines in place and evaluated M&amp;E System for implementation of DRR Policy in place Regular sub-national platform dialogues focused on the implementation of the Hyogo Framework for Action Schedule and modality for training plan in place for 2ndVPO-DMD staff <b>Targets:</b> NOG for Zanzibar developed DRR Policy M&amp;E framework developed Sub-national Platform structure established and meetings held regularly Training plan for 2<sup>nd</sup> VPO-DMD staff developed <b>Related CP outcome:</b> Prime Minister's Office (PMO) and Second Vice President's Office – Disaster Management Departments (DMD) effectively lead Emergency Preparedness and Response (EPR) with a focus on areas most susceptible to disasters</p>	<p><b>8. Activity Result</b> Support to the management and advocacy function of the DRR national platform*</p>	<p>x</p>	<p>x</p>	<p>2<sup>nd</sup> VPO-DMD</p>	<p>One Fund</p>	<p>Contractual services hire 1 project staff</p>	<p>26,145 USD</p>
<p><b>Project Support Costs (Programme Analyst, M&amp;E)</b></p>							<p>100,000 USD</p>
<p><b>GMS</b></p>							<p>16,355 USD</p>
<p><b>TOTAL</b></p>							<p>350,000 USD</p>

## 5. Management Arrangement

The project will be implemented through the National Implementation Modality (NIM) with the use of national systems for project implementation supported by UNDP expertise and technical support. The Prime Minister's Office and the Second Vice President's Office – Disaster Management Departments are the Implementing Partners responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for effective use of UNDP resources. The Implementing Partners will thus be accountable to UNDP for all resources allocated to them. Moreover, the Implementing Partners are responsible for the overall implementation of the project and ensuring day-to-day activities are implemented in accordance with the work plan.

The project management structure will be directly linked with the internal management structures of the two Disaster Management Departments. The steering committees of the PMO and the 2<sup>nd</sup> VPO are the supreme management committees in the two institutions tasked with overseeing the implementation of the project. These bodies will play a strategic role in the oversight of this project and will be represented on the Project board at a senior level. UNDP's support function to the project management structure will be aligned with the UNDAP Programme Working group on Emergencies and, particularly the UN agencies providing support to the Implementing Partners, including WFP, UNFPA and UNICEF.



## 6. Monitoring Framework and Evaluation

### 6.1 Risk Analysis and Monitoring

No.	Risk/Issue ( <i>Describe</i> )	Type	Impact/ probability scale 1-5	Mitigating Measures
1	Government investment in disaster prevention and preparedness remains a low priority which hampers implementation of the policies. (Mainland and Zanzibar)	Political and financial	3	Ensure disaster prevention and preparedness is prioritised in the structure of the National/Sub-national DRR platforms and National Operational Guidelines and accommodates for Hyogo Framework for Action standards.
2	Adoption of policy and NOG frameworks are delayed due to inter-governmental procedures. (Mainland and Zanzibar)	Operational	3	Ensure timely multi-stakeholder consultations in the finalisation of the NOGs.
3	Disbursement of funds through the exchequer system delays project implementation. (Mainland and Zanzibar)	Financial	3	Ensure disbursements of funds to IPs are timely and coordinated by UN agencies.
4	Possible large-scale natural disaster, causing significant economic and human losses and thus hampering the course of the project (Mainland and Zanzibar)	Environmental	1	Ensure that contingency planning is held up-to-date in the partnering institutions including detailed plans and devoted human and financial resources.

### 6.2 Project Monitoring

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

#### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

#### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

## 7. Legal Context

***Tanzania has signed the Standard Basic Assistance Agreement (SBAA), therefore the following standard text must be quoted:***

This document together with the CCPD and UNDP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all UNDP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This

provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## **ANNEXES**

**Agreements:** Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs<sup>1</sup> (where the NGO is designated as the 'executing entity') should be attached.

**Terms of Reference:** TOR for key project personnel should be developed and attached

**Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

---

<sup>1</sup> For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

