

**STANDARD LETTER OF AGREEMENT (LOA) BETWEEN**

**THE UNITED NATIONS DEVELOPMENT PROGRAMME AND**  
**DEPARTMENT OF NATIONAL DISASTER MANAGEMENT**

**TO CARRY OUT ACTIVITIES**

**WHEN UNDP PROVIDES SUPPORT SERVICES TO THE STRENGTHENING NATIONAL  
AND COMMUNITY SYSTEMS FOR EFFECTIVE DISASTER RISK MANAGEMENT PROJECT**

Dear Madame,

1. Reference is made to the consultations between officials of the United Nations Development Programme (hereinafter referred to as "UNDP") in Swaziland and officials of *Department of National Disaster Management* with respect to the realization of activities by *the Department of National Disaster Management* the implementation of the UNDP support services to: Project Number: 00086885 entitled Strengthening National and Community Systems for Effective Disaster Risk Management., as specified in Attachment 1: Project Document, to which UNDP has been selected as a responsible party.
2. In accordance with the LOA signed between the government implementing partner and UNDP for support services and with the following terms and conditions, we confirm our acceptance of the activities to be provided by *Department of National Disaster Management* towards the project, as specified in Attachment 2: Description of Activities (hereinafter referred to as "Activities"). Close consultations will be held between *Department of National Disaster Management* and UNDP on all aspects of the Activities.
3. *Department of National Disaster Management* shall be fully responsible for carrying out, with due diligence and efficiency, all Activities in accordance with its Financial Regulations and Rules.
4. In carrying out the activities under this Letter, the personnel and sub-contractors of *Department of National Disaster Management* shall not be considered in any respect as being the employees or agents of UNDP. UNDP does not accept any liability for claims arising out of acts or omission of *Department of National Disaster Management* or its personnel, or of its contractors or their personnel, in performing the Activities or any claims for death, bodily injury, disability, damage to property or other hazards that may be suffered by *Department of National Disaster Management* and its personnel as a result of their work pertaining to the Activities.
5. Any sub-contractors, including NGOs under contract with *Department of National Disaster Management* shall work under the supervision of the designated official of *Department of National Disaster Management*. These sub-contractors shall remain accountable to

*Department of National Disaster Management* for the manner in which assigned functions are discharged.

6 Upon signature of this Letter, UNDP will make payments to *Department of National Disaster Management*, according to the schedule of payments specified in Attachment 3: Schedule of Activities, Facilities and Payments.

7. *Department of National Disaster Management* shall not make any financial commitments or incur any expenses which would exceed the budget for the Activities as set forth in Attachment 8. *The Department of National Disaster Management* shall regularly consult with UNDP concerning the status and use of funds and shall promptly advise UNDP any time when *Department of National Disaster Management* are aware that the budget to carry out these Activities is insufficient to fully implement the project in the manner set out in the Attachment 2. UNDP shall have no obligation to provide *Department of National Disaster Management* with any funds or to make any reimbursement for expenses incurred by *Department of National Disaster Management* in excess of the total budget as set forth in Attachment 3.

9. *Department of National Disaster Management* shall submit a cumulative financial report each quarter (31 March, 30 June, 30 September and 31 December). The report will be submitted to UNDP through the UNDP Resident Representative within 30 days following those dates. The format will follow the standard UNDP expenditure report [a model copy of which is provided as Attachment 4]. UNDP will include the financial report by *the Department of National Disaster Management* in the financial report for Project Number 00086885 entitled Strengthening National and Community Systems for Effective Disaster Risk Management.

10. *Department of National Disaster Management* shall submit such progress reports relating to the Activities as may reasonably be required by the project manager in the exercise of his or her duties.

11. *Department of National Disaster Management* shall furnish a final report within 6 months after the completion or termination of the Activities, including a list of non-expendable equipment purchased by *Department of National Disaster Management* and all relevant audited or certified financial statements and records related to such Activities, as appropriate, pursuant to its Financial Regulations and Rules.

12 Equipment and supplies that may be furnished by UNDP or procured through UNDP funds will be disposed as agreed, in writing, between UNDP and *Department of National Disaster Management*.

13. Any changes to the LOA between the government implementing partner and UNDP for support services which would affect the work being performed by *Department of National Disaster Management* in accordance with Attachment 2 shall be recommended only after consultation between the parties.

14. For any matters not specifically covered by this Letter, the Parties would ensure that those matters shall be resolved in accordance with the appropriate provisions of the LOA for support services and any revisions thereof and in accordance with the respective provisions of the Financial Regulations and Rules of the *Department of National Disaster Management* and UNDP.

15. The arrangements described in this Letter will remain in effect until the end of the project, or the completion of Activities according to Attachment 2, or until terminated in writing (with 30 days notice) by either party. The schedule of payments specified in Attachment 3 remains in effect based on continued performance by *Department of National Disaster Management*, unless it receives written indication to the contrary from UNDP.

16. Any balance of funds that is undispersed and uncommitted after the conclusion of the Activities shall be returned within 90 days to UNDP.

17. Any amendment to this Letter shall be effected by mutual agreement, in writing,

18. All further correspondence regarding this Letter, other than signed letters of agreement or amendments thereto should be addressed to:

*Mr Israel Dessalegne*  
*UNDP Resident Representative*  
*PO Box 261*  
*Mbabane*  
*Swaziland*

19. *Department of National Disaster Management* shall keep the UNDP Resident Representative fully informed of all actions undertaken by them in carrying out this Letter.

20. UNDP may suspend this Agreement, in whole or in part, upon written notice, should circumstances arise which jeopardize successful completion of the Activities.

21. Any dispute between the UNDP and *Department of National Disaster Management* arising out of or relating to this Letter which is not settled by negotiation or other agreed mode of settlement, shall, at the request of either party, be submitted to a Tribunal of three arbitrators. Each party shall appoint one arbitrator, and the two arbitrators so appointed shall appoint a third arbitrator, who shall be the chairperson of the Tribunal. If, within 15 days of the appointment of two arbitrators, the third arbitrator has not been appointed, either party may request the President of the International Court of Justice to appoint the arbitrator referred to. The Tribunal shall determine its own procedures, provided that any two arbitrators shall constitute a quorum for all purposes, and all decisions shall require the agreement of any two arbitrators. The expenses of the Tribunal shall be borne by the parties as assessed by the Tribunal. The arbitral

award shall contain a statement of the reasons on which it is based and shall be final and binding on the parties.

22. If you are in agreement with the provisions set forth above, please sign and return to this office two copies of this Letter. Your acceptance shall thereby constitute the basis for your *Department of National Disaster Management* participation in the implementation of the project.

Yours sincerely,  
Signed on behalf of UNDP

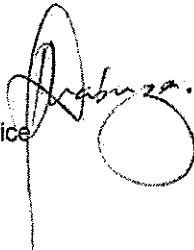


*Kabiru Nasidi*  
UNDP Resident Representative a.i.

Date: 5/3/14

Signed on behalf of *Department of National Disaster Management*

Khangeziwe Mabuza  
Principal Secretary  
Deputy Prime Minister's Office



Date: 06/03/14

**Attachment 1**

PROJECT DOCUMENT

**United Nations Development Programme (UNDP)**

**[Strengthening National and Community Systems for Effective Disaster Risk Management]**

**1.**

- 1.1 Programme/Project Title: Strengthening National and Community Systems for Effective Disaster Risk Management
- 1.2 Implementing Agency: Department of National Disaster Management(DNDM)
- 1.3 Proposed Budget: USD 1,000,000
- 1.4 Duration: 12 months
- 1.5 Programme/Project Locations: Swaziland (Country wide)
- 1.6 Programme/Project Components (Outcomes/Outputs):

1). Outcome:	Improved national disaster risk management systems
Outputs:	1(a) Inter-Cluster coordination system's capacity for disaster preparedness and response strengthened.
	<b>Description of output 1(a):</b> Provide capacity development for: (i) the DNDM aimed at strengthening capacity to coordinate the national multi-sectoral emergency preparedness and response (EPR) system; (ii) eight (8) sectoral lead agencies to coordinate sectoral EPR initiatives and (iii) Disaster Risk Management (DRM) EPR stakeholders. This will be achieved through the provision of training and technical assistance.
	1(b) Capacity of local urban government authorities strengthened to develop and implement disaster preparedness and response plans.
	<b>Description of output 1(b):</b> This output will be achieved through provision of technical assistance and training to local urban government authorities to develop contingency plans for major hazards. Four (4) contingency plans for Mbabane, Manzini, Matsapha and Ezulwini municipalities will be developed.
	1(c) Simulation of multi-hazard national and local government contingency plans developed.
<b>Description of output 1(c):</b> Developing a national simulation action plan based on Multi-Hazard Contingency Plan (MHCP) including undertaking a field based simulation exercise.	
2). Outcome:	Improved national early warning systems and management
Outputs:	2(a) Integrated National Early Warning system (NEWS) for multi hazard identification and monitoring developed.
	<b>Description of output 2 (a):</b> Review and improve the national early warning systems (NEWS) and identifying gaps and needs in information gathering, processing and dissemination. Provision of equipment and specialized training for EW forecasting, scenario development and

	<p>messaging for severe weather forecasting for disaster-prone communities.</p> <p>2(b) Hazard and risk identification mechanisms improved at national, regional and community levels improved.</p> <p><b>Description of output 2 (b):</b> This output will be achieved through development of risk maps for major hazards threats at all levels. Twenty (20) Geographic Positioning System (GPS) kits will be purchased to be used to develop risk maps including mapping of areas affected by hazard events.</p> <p>2(c) One (1) National Situation Room and four (4) Regional Disaster Warning Centres identified and refurbished and made functional for generation, dissemination and use of EW information.</p> <p><b>Description of output 2 (c):</b> This entails identification and refurbishing the National Situation Room to be located at the DNDM Offices and four (4) Regional Disaster Warning Centres to be located within the regional administration offices.</p>
3). Outcome:	<i>Regional and community emergency preparedness and response strengthened</i>
Outputs:	<p>3(a) Disaster preparedness and emergency response practices at regional and community levels strengthened</p> <p><b>Description of output 3 (a):</b> This will be achieved through provision of training of trainers (TOT) of key DRR stakeholders.</p> <p>3(b) Assessment, mitigation and early recovery (ER) interventions against effects of natural and man-made disasters and climate change improved</p> <p><b>Description of output 3 (b):</b> This will be achieved through the provision of 4 vehicles, 20 computers and 40 personal data assistants (PDAs) for conducting rapid assessments, 1000 camping kits for temporary shelter relief support.</p>

**Description of main activities of UNDP Swaziland Country Office:**

The UNDP Country Office Swaziland was established in 1977 and has a staff compliment of 23 with various management and technical capacities including environmental and disaster management. UNDP development assistance in the country focuses on supporting the national response to HIV/AIDS; poverty reduction and sustainable livelihoods, promoting good governance; support to environment sustainability and climate change, disaster risk reduction and integrating gender in the overall development process.

In the area of Disaster Risk Reduction (DRR), the Country Office has been working closely with the Deputy Prime Ministers (DPM) Officer and the Department of National Disaster Management (DNDM) providing support to build national and local communities resilience for DRR in Swaziland. The DNDM under the DPMs office was established in 2008, following UNDP' s support that facilitated the enactment of the National Disaster Management Act of 2005. The Agency has the mandate to


coordinate and facilitate national response to disasters in the Country. It has the relevant technical capacity to facilitate the implementation of the proposed project.

UNDP has made DRR a key policy priority and has been providing technical and institution build support to national and sub-national government to integrate DRR into national policies and development programmes. It has been implementing various disaster risk reduction project by strengthening multi-cross sectoral collaboration and multi-hazards management approaches. Disaster Risk reduction is a key area of UNDP work. The UNDP Country office in Swaziland has adequate capacity to and long-term experience supporting the country to implementing disaster risk reduction project.

The UNDP Swaziland country office works within the framework of the United Nations Development Assistance Programme (UNDAF) 2011-2015. The UNDAF sets the strategic development vision for the United Nation's support to the country derived from national priorities.

The DRR proposal will contribute to an UNDAF Outcome 2.1.2: which focus on building Government capacity to establish decentralized structures for disaster risk management; and Outcome 2.3.4: Strengthening the capacity of DNDM for emergence preparedness and response to acute food and nutrition insecurity is strengthened. These UNDAF outcomes have been translated to the UNDP specific Country Programme Action Plan 2011-2015 that supports the implementation of the National Disaster Risk Management Plan and promotion of resilience at local level covering at least 50 percent of the country by 2015. The activities specific to DRR are undertaken under the coordination by the United Nations Cluster Group.

- 1.7 Other donors and their committed amounts: In the case of Swaziland there are no other donors providing support in this area.

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- 2.1 Required Amount: USD 1,000,000 for the above project.
  - 2.2 Breakdown of Required Amount: USD

Component	Unit Cost in USD	Total Cost in USD
<b>1). Outcome: Improved national disaster risk management system</b>		
<b>Output 1 (a) Inter-Cluster coordination system's capacity for disaster preparedness and response strengthened</b>		
• Technical assistance (Expert) (3 months)	5,000	15,000
• Training (1)	15,000	15,000
<b>sub-total (output 1 (a))</b>		<b>30,000</b>
<b>Output 1 (b) Capacity of local urban government authorities strengthened to develop and implement disaster preparedness and response plans.</b>		
• Technical assistance (Expert) to develop four (4) contingency plans (6 months)	5,000/month	30,000
• Training of 12 municipalities DRM Focal Points	10,000	10,000
<b>sub-total (output 1 (b))</b>		<b>40,000</b>
<b>Output 1 (c) Simulation of multi-hazard national and local government contingency plans developed</b>		
• Technical assistance in developing national simulation action plan	5,000	5,000
• Conducting a field based simulation exercise (1 exercise)	25,000	25,000
<b>sub-total (output 1 (c))</b>		<b>30,000</b>
<b>2). Outcome: Improved national early warning systems management</b>		
<b>Output 2 (a) Integrated National Early Warning System (NEWS) for multi hazard identification and monitoring developed</b>		
• Technical assistance/expert to review NEWS (1 month)	5,000	10,000
• 2 equipment for EW forecasting, scenario development and messaging	10,000	20,000
<b>sub-total (output 2 (a))</b>		<b>30,000</b>
<b>Output 2 (b) Hazard and risk identification mechanisms improved at national, regional and community levels improved</b>		
• Development of risk maps for major hazards e.g. wildfires, storms, floods, drought, health epidemics etc	7,000	30,000
• Purchase of Twenty (20) Geographic Positioning System (GPS)	750	10,000
<b>Component</b>	<b>Unit Cost in USD</b>	<b>Total Cost in USD</b>
<b>sub-total (output 2 (b))</b>		<b>40,000</b>
<b>Output 2 (c) One (1) National Situation Room and four (4) Regional Disaster Warning Centres identified and refurbished and made functional for generation, dissemination and use of EW information.</b>		
• Refurbishing		170,000
• Labour		30,000
• Equipment (e.g. photocopier, printers, fax, binder, filing cabinet, guillotine)		20,000
<b>sub-total (output 2 (c))</b>		<b>220,000</b>
<b>3). Outcome: Regional and community emergency preparedness and response strengthened</b>		
<b>Output 3 (a) Disaster preparedness and emergency response practices at regional and community levels strengthened</b>		
• Training of Trainers (Conference facility and materials)	20,000	20,000
• Trainer/ facilitator (2)	5,000	10,000
<b>sub-total (output 3 (a))</b>		<b>30,000</b>



Output 3(b) Assessment, mitigation and early recovery (ER) interventions against effects of natural and man-made disasters and climate change improved		
• Purchase of four (4) double cab cars	50,000	200,000
• Purchase of 40 PDAs	1,250	50,000
• Purchase of 1000 camping kits (1000 tents @USD1,000 each , 1000 blankets @ USD50 each)	1,500	150,000
• Purchase of 20 laptops	2,000	40,000
• Conducting rapid assessments (transport & logistics)	-	40,000
• Relief response (transport & logistics)	-	30,000
sub-total (output 3 (b))	-	510,000
GMS (General Management Services) Support Cost	-	70,000
<b>GRAND TOTAL (Outcome I-3)</b>		<b>1,000,000</b>

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3.1 Urgency: Swaziland, a small land-locked country of about 1.2 million people, is prone to natural disasters such as drought/dry spells, flash floods, storms, cyclones and other climate change induced disasters. Although classified as a lower middle income country (MIC), Swaziland has widespread poverty of approximately (63 percent) with 30 percent living in extreme poverty (SHIES, 2009/10), with the rural areas having poverty incidence at 73 percent, food insecurity (29 percent). Swaziland also has the world's highest prevalence rate of HIV (26 percent), which is recognized as the major sources of vulnerability to disaster risk in the country. For example, extreme droughts and related food shortages impact disproportionately people living with HIV, who cannot be taking Anti-retroviral treatment (ART) without food.

3.2 Given the above socio-economic vulnerabilities a large percentage of the population cannot cope with the advent of natural disasters. The prevailing vulnerability has been compounded by fiscal and liquidity crisis of 2010/11 that has caused the Government to delay or even cut some social services and capital outlays (UN Rapid Assessment of the Impact of the Fiscal Crisis, 2012). The fiscal and financial challenges have caused food shortages and threatened supply of ARVs to over 70,000 Swazis on this medication. People living with HIV fear that continued budgetary unpredictability and food shortages could hit their treatment and threaten their survival.

3.3. There are also concerns that the rising and volatile food prices and climate change-induced extreme weather events could continue to dramatically aggravate the already serious food security situation. Urgent support needs to be provided now to strengthen national capacity for adaptation and mitigation, supported by a national and community based disaster risk reduction strategies and coping mechanism. The soaring food prices have continued to force the poor in Swaziland to sell their assets, cut down their spending on quality food, with some household eating less or skipping meals for entire day, which if not addressed quickly could have significantly impact with disastrous consequences on hundreds of impoverished rural residents living with HIV.

3.4 Swaziland has been experiencing periodic natural disasters, such as forest fires. The country has been engulfed by sporadic and runaway fires (42 reported cases as of 13th August 2012) that have been compounded by strong winds resulting in disruption to electricity, telecommunication services, and destruction to homesteads, livestock, wildlife, generated severe damage to the natural environment and may lead to impoverishment of numerous rural households. Assessment of the impact and its severity is ongoing. The Fire and Emergency Services' capacity to cope with the outbreak is constrained due to technical, equipment and human limitations. The country is still grappling with consequences from similar forest fire outbreak of 2007 and 2008 that decimated about 40,000ha of the forestry plantations resulting in loss of hundreds of jobs (about 10,000) and incomes of families earning a living from forestry resources. Moreover, uncontrolled fires contribute directly to climate change due to their increased gas emissions to the atmosphere, which in turns impacts negatively food security and increases poverty, creating vicious circle.

3.5. Besides fires, Swaziland also suffers from frequent droughts. These, together with high HIV prevalence and poverty have major negative impact on food security and well-being of vulnerable groups. For example, according to IFAD report, when drought hit Swaziland in 2004 and 2005 more than one quarter of the country's population required emergency food aid. Similarly,

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<sup>1</sup> For a project/programme to be considered for the supplementary budget, it is required to explain (a) urgency, (b) commitment (whether Japanese Government has committed to support in the area or is consider politically important), and (c) unpredictability (why the funding request for the project was not able to be submitted at the beginning of budget cycle).

Swaziland experienced a severe drought in 2007, which led to major food insecurity. With frequent drought occurrences in the country, the access to clean water and sanitation remains limited for much of the population, in particular for 78 percent of the rural population. The limited access to clean water has serious implications for mortality and morbidity from diarrhea and other intestinal disorders, particularly among children (UN Complementary Country Assessment, 2010). The fiscal crisis and the low economic growth for the past decade in the country have further lowered the country's ability to increase its resilience against risks resulting from threats of natural hazards such as cyclones, storms, flash floods, drought/dry spells with possibility of triggering outbreak of epidemics such as cholera, waterborne diseases and malaria.

3.6 The challenges posed by climate change in Swaziland threaten to heighten the impacts of existing vulnerabilities in many areas, both by changing the frequency and/or intensity of extreme events and by bringing changes in the average conditions that may alter the underlying vulnerability of populations to hazards. The result in the decades to come may be an increase in the burden of weather-related disasters: events that can threaten the sustainability of development processes and undermine progress toward poverty reduction. In recent decades due to the climate change, the extreme weather events have become more frequent globally and their costs have been increasing exponentially (UNEP Financing Initiative, 2012 and <http://www.munichre.com>). In the past decade, Swaziland has experienced extreme droughts (2007), which impacted all four regions of the country to the point that the Government declared natural disaster. The fire disasters of 2007 and 2010 depleted a substantial part of the forest area and led to loss of lives. Moreover, closure of companies in the forestry industry resulted in losses of 15 million USD and 600 jobs.

3.7 In this context, a robust disaster risk reduction mechanism against climate change-induced extreme weather events needs to be developed, especially as the frequency of such events is likely to increase in the future. This development is urgent because in the aftermath of the fiscal crisis the country does not have adequate buffers to mitigate unexpected natural disasters. A key challenge and opportunity therefore lies in building a bridge between current disaster risk management efforts aimed at reducing vulnerabilities to extreme events, and efforts to promote climate change adaptation. The project would complement development of the national climate change strategy and action plan that is aimed at building and strengthening capacity for adaptation and mitigation the effects posed by climate change and variability.

3.8 Although, the National Disaster Management (DNDM) was established in 2008, its institutional roots have not yet devolved at regional, urban and community levels and thereby affecting its ability to coordinate DRR/M at these levels. The DNDM has staff shortages and weak capacity (of present staff) to provide effective leadership, coordination and management of disaster risk reduction (DRR) and management interventions in the country. Currently none of the urban areas meet the risk reduction preparedness benchmark standards, given their development services to the national socio-economic development.

3.9 The country has weak national early warning system (NEWS). The early warning 'system' in operation is not a complete system as it focuses only on a warning sub-system and does not adequately involve the other functions of a EWS. More needs to be done to improve transfer and exchange of relevant information within the country, across agencies monitoring networks, and to and from remote and vulnerable areas. However, communication and networking among the NEWS-related institutional at the National and Regional bodies and from the regional centre to communities are not yet well defined and fully functional. The major pillar of this intervention is to support building and or refurbishing of National Situation Room and Regional Disaster Early Warning Centers, to facilitate a more synchronized efforts for developing and dissemination of warning messages (such as evacuation in the face of potential floods/fires/hail storms) and, for

transmitting those messages to communities at risk. An adequate feedback mechanism from the community to the national level structures that could help to analyse the effectiveness of warning messages is also needed. The Swaziland Meteorological Department, which is the main recipient and provider of hazard data to national counterparts, requires further capacity strengthening to process input information and issue more timely warnings.

3.10 The country also experiences weak communication and collaboration between producers and users of EW information. The NEWS is fragmented with little synergy and collaboration across sectors. There is an urgent need for effective communication and collaboration between producers of weather and climate information and users in order to empower farmers, individuals and communities under threat from natural and other hazards to take effective and timely measures to protect lives, property and the environment from the effects of disasters. Moreover, the improved communication would form a basis for nation-wide and regional initiatives against climate change-induced disasters.

3.11 This proposal is submitted to the Government of Japan for funding considering that Japan is a world leader in disaster prevention, and is also a strong partner of UNDP in supporting and providing significant financial commitments, to support strengthening resilience for developing countries worldwide. Japan and the UNDP have long been sharing expertise of, and assisting efforts in emergency response, recovery and reconstruction from disasters with an emphasis on human security. This project proposal clearly falls within the focus area of assistance under the Government of Japan supplementary budget.

## Attachment 2

### DESCRIPTION OF ACTIVITIES

Project number: 00086885

Project title: Strengthening National and Community Systems for Effective Disaster Risk Management

#### Results to be achieved by Department of National Disaster Management

The project is seeking to strengthen national institutional capacities for DRM at national, regional and community level. The core objectives of the project are to: conduct national risk assessment; build EWS and monitoring of disaster risks; improve emergency preparedness and response capacities, thus ensure security for the population and sustainable development for the country. The project is implemented by the Department of National Disaster Management (DNDM), an agency under the Deputy Prime Minister's Office (DPMO).

#### **Key outputs:**

- 1(a) Inter-Cluster coordination system's capacity for disaster preparedness and response strengthened
- 1(b) Capacity of local urban government authorities strengthened to develop and implement disaster preparedness and response plans
- 1(c) Simulation of multi-hazard national and local government contingency plans developed.
- 2(a) Integrated National Early Warning system (NEWS) for multi hazard identification and monitoring developed.
- 2(b) Hazard and risk identification mechanisms improved at national, regional and community levels improved.
- 2(c) One (1) National Situation Room and four (4) Regional Disaster Warning Centres identified and refurbished and made functional for generation, dissemination and use of EW information
- 3(a) Disaster preparedness and emergency response practices at regional and community levels strengthened.
- 3(b) Assessment, mitigation and early recovery (ER) interventions against effects of natural and man-made disasters and climate change improved.

#### Work to be performed by Department of National Disaster Management

1. Lead, coordinate and manage the national Inter Cluster Emergency Preparedness and Response (EPR) System
2. Coordinate building and strengthening of national institutions capacity for effective DRM at all levels
3. Coordinate building and strengthening capacity of local urban government authorities to develop and implement disaster preparedness and response plans
4. Coordinate and support the development of integrated national early warning systems (INEWS)
5. Lead and coordinate the establishment of national and regional early warning (EW) situation rooms
6. Lead and coordinate the establishment and strengthening of regional and community disaster preparedness and response system

7. Coordinate timely conducting of rapid assessments and provision of relief assistance including early recovery (ER) to communities affected by natural and manmade hazards.

Description of inputs:

<b>Output 1 (a):</b> Inter-Cluster coordination system's capacity for disaster preparedness and response strengthened.	
<b>Key Activities</b>	<b>Key Inputs</b>
Conduct Inter-Agency Disaster Risk Reduction (DRR), Emergency Preparedness (EPR) Country Capacity Assessment	Technical Assistance (UN Inter Agency) Workshops/Training Meetings Field Visits
Regular updating of DRR/EPR contacts directory	Communication
<b>Output 1(b):</b> Capacity of local urban government authorities strengthened to develop and implement disaster preparedness and response plans.	
<b>Key Activities</b>	<b>Key Inputs</b>
Train Local Urban Government Authorities on contingency planning	Technical Assistance (UN OCHA, Technical Advisor) Training workshop/s Meetings
<b>Output 1(c):</b> Simulation of multi-hazard national and local government contingency plans developed.	
<b>Key Activities</b>	<b>Key Inputs</b>
Draw-up simulation plan following the updating of the national Multi-hazard Contingency Plan (MHCP)	Technical assistance Drafting Task Team Meetings
Conduct simulation exercise	Planning meetings Technical assistance Stakeholders Equipment
<b>Output 2 (a):</b> Integrated National Early Warning system (NEWS) for multi hazard identification and monitoring developed.	
<b>Key Activities</b>	<b>Key Inputs</b>
Prepare Terms of Reference (ToR) for the recruitment of the consultant to review national early warning system for disaster preparedness and response and recruit	ToR Consultancy contract Technical assistance
Facilitate technical review of EW draft report	Technical team review
Facilitate review of the draft EW report at national stakeholders validation workshop	Workshop Technical assistance
<b>Output 2(b):</b> Hazard and risk identification mechanisms improved at national, regional and community levels improved	
<b>Key Activities</b>	<b>Key Inputs</b>
Hazard identification and risk mapping	Consultancy Technical assistance
<b>Output 2(c):</b> One (1) National Situation Room and four (4) Regional Disaster Warning Centres identified and refurbished and made functional for generation, dissemination and use of EW information, and purchase of equipment	
<b>Key Activities</b>	<b>Key Inputs</b>
Identification of suitable existing infrastructure to refurbish and or construct National Situation Room to be located at the DNDM Offices and four (4) Regional Disaster Warning Centres to be located within the regional administration offices.	Technical assistance Equipment Contractor

<b>Output 3(a): Disaster preparedness and emergency response practices at regional and community levels strengthened.</b>	
<b>Key Activities</b>	<b>Key Inputs</b>
Establishment of Regional EPR teams drawn from regional development teams (RDTs) and capacity development	Technical assistance Training/workshop Meetings
Capacity development e.g. training of trainers (TOT) of key DRR stakeholders.	Technical assistance Training/workshop Meetings
<b>Output 3 (b): Assessment, mitigation and early recovery (ER) interventions against effects of natural and man-made disasters and climate change improved.</b>	
<b>Key Activities</b>	<b>Key Inputs</b>

**Annexes:**

Attachment job descriptions for consultants, terms of reference for contracts, technical specifications for equipment items, training nomination forms in the Project Procurement Plans.
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PROCUREMENT PLAN

As of January 2014

Project Reference No: 00068885  
Implementing Partner: UNOPS

Project Title: Strengthening National and Community Systems for Effective DRM  
910 891  
Start of Project: May-14  
Total Project Budget: \$10,000,000  
Project Brief Description: Building national capacities for disaster risk reduction and coordinated management through effective early warning systems.

Classification of Goods	Goods Required	Duty Station	Brief Specifications			Qty	Unit Cost (in US\$)	Estimated Total Cost (in US\$)	Total Cost (in US\$)	Target Delivery Date	Responsible Entity (to undertake procurement)	Project	Activity	Fund	Donor	RECOMMENDED TIMING OF REQUEST	Procurement Method	Type of Contract	Remarks/ Comments
			Quantity	Unit Cost (in US\$)	Estimated Total Cost (in US\$)														
Equipment	Early Warning (EW) equipment for forecasting, scenario development & messaging	To be determined		2,000	10,000.00	20,000.00			Apr-14	Answer Thru	00068885	2a	3000	11140					
Equipment	Connectivity to 16 sub-national stations room and 4 regional EW Centres	Full contract materials and labour		6	0	170,000			Apr-14	Answer Thru	00068885	2c	3000	11140					
Software	Microsoft Office 2013 for 20 laptops	IMS Office Package		20	2,472	24,720			Jan-14	Answer Thru	00068885	2c	3000	11140					
Equipment	Equipment for Early Warning (EW) station rooms	To be determined		20	20,000.00	20,000.00			Apr-14	Answer Thru	00068885	2c	3000	11140					
<b>TOTAL VALUE OF GOODS TO BE PROCURED</b>																			

Classification of Goods	Services Required	Duty Station	Brief Specifications			Qty	Unit Cost (in US\$)	Estimated Total Cost (in US\$)	Total Cost (in US\$)	Target Delivery Date	Responsible Entity (to undertake procurement)	Project	Activity	Fund	Donor	RECOMMENDED TIMING OF REQUEST	Procurement Method	Type of Contract	Remarks/ Comments
			Quantity	Unit Cost (in US\$)	Estimated Total Cost (in US\$)														
Services	PSC meeting			1	1,000	1,000			Feb-Mar 2014	Answer Thru	00068885	1	3000	11140					
Services	Training of DRM stakeholders			90	0	0			Feb-Mar 2014	Answer Thru	00068885	2a	3000	11140					
Services	Develop EPR simulation plan			1	5,000	5,000			Feb-Mar 2014	Answer Thru	00068885	1c	3000	11140					
Services	Review & conduct simulation of the MSCP			1	22,500	22,500			Apr 2014	Answer Thru	00068885	1c	3000	11140					
Services	Development of SOPs for the Early Warning Centres			2	1,000	1,000			Feb 2014	Answer Thru	00068885	2c	3000	11140					
Services	Conduct Training of Trainers (TOT) in DRM			1	12,000	12,000			Mar-Apr 2014	Answer Thru	00068885	2a	3000	11140					
Services	Establishment & capacity building for DRM RDTs			4	12,000	12,000			Jan-Feb 2014	Answer Thru	00068885	2a	3000	11140					
Services	Conduct need assessments			Various		20,000			Depends on occurrence of hazard event	Answer Thru	00068885	3b	3000	11140					
Services	Underwrite relief response			Various		20,000			Depends on hazard event	Answer Thru	00068885	3b	3000	11140					
Services	Procurement of connector (servers)			4	1,325	1,325			Feb 2014	Answer Thru	00068885	2c	3000	11140					
<b>TOTAL VALUE FOR PROFESSIONAL SERVICES</b>																			



INDIVIDUAL CONTRACT(S)																
Type of Services	Brief Description of Services	Duty Station	Duration of Services	Unit of Measure	Unit Cost (incl. DSA) (in US\$)	Estimated Total Cost Annually (incl. DSA) (in US\$)	Target Starting Date	Responsible Entity (in accordance with procurement)	Project	Activity	Fund	Donor	Procurement Method	Type of Competition	Type of Contract	Remarks/Comments
Consultancy/Service providers	Project Management		4 months	3 600	13 500.00		Jan-April 2014	Amvet Thing	00056805	1	3000	11140				
	Consultancy services for review of National Early Warning Systems (NEWS)		1 month	5 000	10 000.00		Jan-Feb 2014	Amvet Thing	00066805	2a	3000	11140				
	Consultancy services for conducting & evaluating risk audits for major hazards		3 months	7 000	26 100.00		Feb-April 2014	Amvet Thing	00086805	2b	3000	11140				
			Total		\$8 600.00											

**Guidelines to be Filled in the Procurement Plan**

1. **Responsible Entity** refers to the unit or organization that will be tasked to undertake the procurement activities. It can be the Implementing Party (IP), UNDP, or a procurement agent that UNDP and the IP in DOK.
2. **Target Delivery** refers to the earliest month of the year when the goods are expected to be received, or the services are expected to be completed. The columns might further broken down into months within a year for a more accurate projection.
3. **Timing of Acquisition** refers to the appropriate date to submit the requests for the procurement, in order to deliver the goods/services on time. Taking into consideration the process involved in completing the activities required in prescribed procurement method. On the date of the submission, it is expected that all specifications/TOs and all necessary approvals of the request are already finalized.
4. **Procurement Method** is determined based on: (a) the type of goods/services required; and (b) the costs involved, as per UNDP Procurement User Guide. Examples are IFB, RFP, RFQ, etc.
5. **Type of Competition** may refer to: (a) National; (b) International; or (c) Other.
6. **Type of Contract** is determined based on the nature of the goods/services required, and in accordance with the UNDP Procurement User Guide.
7. Both UNDP and IP should have a copy of the Procurement Plan. Procurement Officers are expected to monitor and update, on a regular basis, the movements and progression of activities in the procurement plan.

**Attachment 3: Scheduled of Activities, Facilities and Payments**

**Award Number: 00074624**  
**Project Number: 00086885**  
**Project Title: Strengthening National and Community Systems for Effective Disaster Risk Management**  
**Project Period: May 2013 to April 2014**  
**AWP Period: July to December 2013**

<b>Intended Outcome # 1. Improved national disaster risk management systems</b>									
<b>Expected Output: 1a. Inter-cluster coordination system's capacity for disaster preparedness and response strengthened</b>									
#	Planned Activities	Timeframe				Lead Agency	Donor	Description	Amount
		Q3	Q4	Q1	Q2				
i.	Capacity assessment & building of the Inter-Agency/Cluster Coordination Group					NDMA	JICA	Technical assistance (TA) & Training Meeting	15,000
ii.	Revision of ToR for the Inter-Agency Coordination Group (IACG) to include DRR					NDMA	JICA	Meeting	-
iii.	Update directory of sector lead agencies in the Multi-Hazard Contingency Plan (MHCP)					NDMA	JICA	Meeting	-
iv.	Capacity building of the NDMA to coordinate IACG					UNDP	JICA	TA	3,000
v.	Capacity building of sectoral/cluster lead agencies & DRM focal stakeholders covering e.g. new tools in DRR, development of SOPs, roles & responsibilities of each stakeholder.					NDMA, OCHA, UN System	JICA	Training	12,000
<b>Expected Output: 1b. Capacity of local urban government authorities strengthened to develop and implement disaster preparedness and response plans</b>									
i.	Conduct an Inter-Agency DRR/CCA capacity assessment for Matsapha and Mbabane municipalities including industrial and environmental risk assessments					NDMA & UN system	JICA	TA	30,000
ii.	Capacity building in contingency planning of local urban government authorities					OCHA	JICA	Training	10,000
<b>Expected Output: 1c. Simulation of multi-hazard national and local government contingency plans</b>									
i.	Develop an EPR simulation plan					OCHA & UN System	JICA	TA	5,000
ii.	Conduct a simulation exercise to test capacities e.g. NDMA coordination capacity, regional and community & UN capacity					OCHA & UN System	JICA	Training Deferred to 2014	-

Intended Outcome # 2 Improved national early warning systems						
Expected Output: 2a Integrated National Early Warning System (NEWS) for multi hazard identification and monitoring developed						
i.	Conduct a review of the national early warning (EW) systems including all stakeholders			JICA	Consultancy	10,000
ii.	Facilitate procurement of EW forecasting equipment & training in use of equipment			JICA	Procurement Deferred to 2014	-
Expected Output: 2b Hazard and risk identification mechanisms improved at national, regional and community levels improved						
i.	Comprehensive country situation analysis/risk assessment and mapping ( <i>align with ongoing risk mapping interventions</i> ) and update MHCP			NDMA & UN System	Consultancy	35,000
ii.	Procurement of mapping equipment (20 GPS)			NDMA & UNDP	Procurement	15,000
Expected Output: 2c One (1) National Situation Room and four (4) Regional Disaster Warning Centres identified and refurbished and made functional for generation, dissemination and use of EW information						
i.	Establishment of a national situation room and 4 regional disaster warning centres			NDMA, MoPWT	Contractor Procurement	90,891
ii.	Procurement of contractor and refurbishment works			NDMA	Contractor Procurement	20,000
iii.	Development of SOPs for the EW Centres			NDMA & UN System	TA/ Meetings	2,000
iv.	Facilitate procurement of office equipment to be used in EW Centre (photocopier, printers, binders, computers etc)			NDMA & UNDP	Procurement Deferred to 2014	-
v.	Facilitate procurement of professional services for office operations				Office services	28,000
Intended Outcome # 3 Regional and community emergency preparedness and response strengthened						
Expected Output: 3 a Disaster preparedness and emergency response practices at regional and community levels strengthened						
	Capacity building through conducting a training of trainers TOT in DRR/M and EPR ( <i>align activity with CADRI led DRR CCA training</i> )			NDMA	Training	10,000
Expected Output: 3 b Assessment, mitigation and early recovery (ER) interventions against effects of natural & man-made disasters & climate change improved						
i.	Establishment of Regional EPR teams drawn from regional development teams (RDTs)			NDMA	Meetings	2,000

ii.	Conduct capacity building of regional EPR teams										JICA	Training	8,000
iii.	Procurement of 4 vehicles for multi-sectoral rapid assessments										JICA	Procurement	190,000
iv.	Facilitate procurement of equipment for conducting rapid assessments and response (i.e.40 PDAs & 20 laptops) including conduct training for conducting										NDMA & UNDP	Procurement & Training	80,000
v.	Facilitate procurement of Camp Management facilities, materials & training										JICA	Procurement & Training	75,000
vi.	Support conducting of rapid assessment/s through provision of transport & logistics support										JICA	TA	20,000
vii.	Facilitate provision of transport and logistics support for relief response to communities affected by hazard events										JICA	TA	20,000
viii.	Facilitate finalization & adoption of information management strategy for EPR										JICA	meetings	-
	<i>Monitoring &amp; Evaluation of Project Progress and presentation of reports to Project Steering Committee (PSC)</i>										JICA	Transport & meetings	-
	<b>Total Budget</b>												<b>680,891</b>

### AWP Period: January to April 2014

Intended Outcome # 1. Improved national disaster risk management systems

Expected Output: 1a. Inter-cluster coordination system's capacity for disaster preparedness and response strengthened

#	Planned Activities	Timeframe		Lead Agency	Donor	Description	Amount
		Q1	Q2				
vi.	Revision of ToR for the Inter-Agency Coordination Group (IACG) to include DRR			NDMA	JICA	Meeting/s	500
vii.	Capacity building of the NDMA to coordinate IACG			UNDP	JICA	TA	-
viii.	Capacity building of sectoral/cluster lead agencies & DRM focal stakeholders covering e.g. new tools in DRR, development of SOPs, roles & responsibilities of each stakeholder.			NDMA, OCHA, UN System	JICA	TA/ Training	10 000

<b>Expected Output: 1b. Capacity of local urban government authorities strengthened to develop and implement disaster preparedness and response plans</b>						
ii.	Support Mbabane & Matsapha Municipal Town Councils to finalise drafting of Contingency Plans (CPs)			OCHA	JICA	TA/Training/ meeting/s 5 000
<b>Expected Output: 1c. Simulation of multi-hazard national and local government contingency plans</b>						
i.	Facilitate revision & updating the National Multi-Hazard Contingency Plan (MHCP) 2012-2013			NDMA	JICA	TA/ Meetings & Workshop/s 5 000
iii.	Facilitate development of EPR simulation plan/s			OCHA & UN System	JICA	TA & meetings 5 000
iv.	Conduct a simulation exercise to test capacities e.g. NDMA coordination capacity; regional and community & UN capacity			OCHA & UN System	JICA	TA/ Training 25 000
<b>Intended Outcome # 2 Improved national early warning systems</b>						
<b>Expected Output: 2a Integrated National Early Warning System (NEWS) for multi hazard identification and monitoring developed</b>						
iii.	Conduct a review of the national early warning (EW) systems including all stakeholders			NDMA & UN System	JICA	Consultancy 10 000
iv.	Facilitate procurement of EW forecasting equipment & training in use of equipment			NDMA & UNDP	JICA	Procurement 20 000
<b>Expected Output: 2c One (1) National Situation Room and four (4) Regional Disaster Warning Centres identified and refurbished and made functional for generation, dissemination and use of EW information</b>						
iii.	Comprehensive country situation analysis/risk assessment and mapping ( <i>align with ongoing risk mapping interventions</i> ) and update MHCP			NDMA & UN System	JICA	Consultancy 35 000
<b>Intended Outcome # 3 Regional and community emergency preparedness and response strengthened</b>						
<b>Expected Output: 3a Disaster preparedness and emergency response practices at regional and community levels strengthened</b>						
vi.	Establishment of a national situation room and 4 regional disaster warning centres			NDMA, MoPWT	JICA	Contractor Procurement 170 000
vii.	Procurement of contractor and refurbishment works			NDMA	JICA	Contractor Procurement (adverts) 2 000
viii.	Development of SOPs for the EW Centres			NDMA & UN System	JICA	TA/ Meetings 5 000

ix.	Facilitate procurement of office equipment to be used in EW Centre (photocopier, printers, binders, computers etc)				JICA	Procurement	20 000
	Capacity building through conducting a training of trainers TOT in DRR/M and EPR				JICA	Training	10 000
<b>Expected Output: 3 b Assessment, mitigation and early recovery (ER) interventions against effects of natural &amp; man-made disasters &amp; climate change improved</b>							
ix.	Establishment of Regional EPR teams drawn from regional development teams (RDTs)				JICA	Meetings	5000
x.	Conduct capacity building of regional EPR teams				JICA	Training	5 000
i.	Facilitate handing over to the DPMO/NDMA the 4 vehicles for multi-sectoral rapid assessments				JICA	Procurement	-
ii.	Facilitate training in use of Rapid Assessment (RA) tools and equipment in RAs				JICA	TA & Training	16 405
iii.	Facilitate handing over to the DPMO/NDMA Camp Management materials etc				JICA	Procurement & Training	-
iv.	Facilitate finalization & adoption of information management strategy for EPR				JICA	Meetings	2 000
	<i>Monitoring &amp; Evaluation of Project Progress and presentation of reports to Project Steering Committee (PSC)</i>				JICA	Transport & meetings	-
	<b>Total Budget</b>						<b>350 905</b>

- Note:
- The amount of resources received from the Republic of Japan (JICA) by the Swaziland UNDP country office would be subjected to exchange rate.
  - Expenditures for personnel services may be limited to salary, allowances and other entitlements, including the reimbursement of income taxes due and travel costs on appointment to the project, duty travel within the programme country or region and repatriation costs.
  - Adjustments within each of the sections may be made in consultation between UNDP and Department of National Disaster Management. Such adjustments may be made if they are in keeping with the provisions of the Programme Support/Project Document and if they are found to be in the best interest of the project.

