



**STANDARD LETTER OF AGREEMENT BETWEEN
THE UNITED NATIONS DEVELOPMENT PROGRAMME AND
ESWATINI ENVIRONMENT AUTHORITY
ON THE IMPLEMENTATION OF
WASTE MANAGEMENT FOR IMPROVED LIVELIHOODS AND
RESILIENCE
WHEN UNDP SERVES AS IMPLEMENTING PARTNER**



*Empowered lives.
Resilient nations.*

Your Excellency,

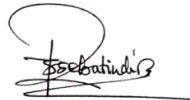
1. Reference is made to the consultations between officials of the United Nations Development Programme (hereinafter referred to as "UNDP") in *Eswatini* and officials of *Eswatini Environment Authority* with respect to the realization of activities by *the Eswatini Environment Authority* in the implementation of the project #00134009-*Waste Management for Improved Livelihoods and Resilience* as specified in Attachment 1: Project Document, to which UNDP has been selected as implementing partner.
2. In accordance with the Project Document and with the following terms and conditions, we confirm our acceptance of the activities to be provided by *Eswatini Environment Authority* towards the project, as specified in Attachment 2: Description of Activities (hereinafter referred to as "Activities"). Close consultations will be held between *Eswatini Environment Authority* and UNDP on all aspects of the Activities.
3. *Eswatini Environment Authority* shall be fully responsible for carrying out, with due diligence and efficiency, all Activities in accordance with its Financial regulations, rules and other directives, only to the extent they are consistent with UNDP's Financial Regulations and Rules. In all other cases, UNDP's Financial Regulations and Rules must be followed.
4. In carrying out the activities under this Letter, the personnel and sub-contractors of *Eswatini Environment Authority* 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 *Eswatini Environment Authority* 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 *Eswatini Environment Authority*, and its personnel as a result of their work pertaining to the Activities.
5. Any subcontractors, including NGOs under contract with *Eswatini Environment Authority*, shall work under the supervision of the designated official of *Eswatini Environment Authority*. These subcontractors shall remain accountable to *Eswatini Environment Authority* for the manner in which assigned functions are discharged.
6. Upon signature of this Letter, UNDP will make payments to *Eswatini Environment Authority*, according to the schedule of payments specified in Attachment 3: Schedule of Activities, Facilities and Payments.
7. *Eswatini Environment Authority* shall not make any financial commitments or incur any expenses which would exceed the budget for the Activities as set forth in Attachment 3. *Eswatini Environment Authority* shall regularly consult with UNDP concerning the status and use of funds and shall promptly advise UNDP any time when *Eswatini Environment Authority* is 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 *Eswatini Environment Authority* with any funds or to make any reimbursement for expenses incurred by *Eswatini Environment Authority* in excess of the total budget as set forth in Attachment 3.

8. *Eswatini Environment Authority* 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 Country Director or 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 *Eswatini Environment Authority* in the financial report for #00134009-Waste Management for Improved Livelihoods and Resilience Project.
9. *Eswatini Environment Authority* 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.
10. *Eswatini Environment Authority* shall furnish a final report within 12 months after the completion or termination of the Activities, including a list of non-expendable equipment purchased by *Eswatini Environment Authority* and all relevant audited or certified financial statements and records related to such Activities, as appropriate, pursuant to its Financial Regulations and Rules.
11. Equipment and supplies that may be furnished by UNDP or procured through UNDP funds will be disposed as agreed, in writing, between UNDP and *Eswatini Environment Authority*.
12. Any changes to the Project Document which would affect the work being performed by *Eswatini Environment Authority* in accordance with Attachment 2 shall be recommended only after consultation between the parties.
13. 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 Project Document and any revisions thereof and in accordance with the respective provisions of the Financial Regulations and Rules of the *Eswatini Environment Authority* and UNDP.
14. The arrangements described in this Letter will remain in effect until the end of the project, or the completion of activities of *Eswatini Environment Authority* 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 *Eswatini Environment Authority* unless it receives written indication to the contrary from UNDP.
15. Any balance of funds that is undisbursed and uncommitted after the conclusion of the Activities shall be returned within 90 days to UNDP.
16. Any amendment to this Letter shall be affected by mutual agreement, in writing,
17. All further correspondence regarding this Letter, other than signed letters of agreement or amendments thereto should be addressed to *Ms. Rose K. Ssebatindira, Resident Representative, UNDP Eswatini, 4th Floor UN House Mbabane.*
18. *Eswatini Environment Authority* shall keep the UNDP Resident Representative fully informed of all actions undertaken by them in carrying out this Letter.
19. UNDP may suspend this Agreement, in whole or in part, upon written notice, should circumstances arise which jeopardize successful completion of the Activities.

20. Any dispute between the UNDP and *Eswatini Environment Authority* 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.

21. 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 *Eswatini Environment Authority* participation in the implementation of the project.

Yours sincerely,
Signed on behalf of UNDP



Rose K. Ssebatindira, **Resident Representative**

Date:..... 27-May-2021

Signed on behalf of Eswatini Environment Authority

Ishmael G. Ndwandwe, **Acting Executive Director**

Date:.....

Attachment 1

PROJECT DOCUMENT

Country: **Eswatini****Initiation Plan****Project Title:** Waste Management for Improved Livelihoods and Resilience

Expected UNDAF/CP Outcome(s): Outcome 1-By 2025, women, men and youth, including marginalized persons contribute to and benefit from economic progress, through access to decent employment, equitable social economic opportunities, sustainable enterprise opportunities as well as resilient, financially sustainable social protection systems.

Expected CPD Output(s): Output 1.3: Policies and incentive frameworks governing MSMEs (in tourism and information and communication technology (ICT)) strengthened to mitigate COVID-19 impact and generate sustainable enterprises for employment.

Initiation Plan Start/End Dates: January 2021**Implementing Partner:** UNDP**Responsible Party:** Eswatini Environment Authority**Brief Description**

One of the most pressing issues as Eswatini responds to the COVID-19 pandemic is management of waste generated (prevention, testing and treatment) from the disposal of used masks, testing kits, reagents etc which requires a Management System/Framework to avoid littering and re-infections. The waste challenge is compounded by limited policy and legislative framework as well as capacity to deal with certain types of waste e.g. electronic waste and the increasing health care waste, particularly now during the pandemic. This proposal therefore seeks to not only address the challenge of waste management in Eswatini, but will also empower MSMEs, particularly women and youth, to regain sources of income to improve livelihoods, reduce levels of poverty and improve their overall wellbeing. UNDP will assist partners to adopt a holistic approach to waste management, whereby the maximum amount of waste is part of a closed-loop process chain, thus creating a sustainable value chain and economy, and minimising pollution and other negative externalities from this sector. The interventions will also contribute to long-term transformation and long-lasting changes in policy, practice and capacities, at national or subnational levels in the waste sector and also stimulate private sector engagement in the waste management sector.

Programme Period:	2021-2022
Atlas Project Number:	00134009
Atlas Output ID:	00125719
Gender Marker:	__GEN 2__

Total resources required	\$600,000
Total allocated resources:	\$600,000
• Regular	\$600,000
• Other:	
○ Donor	_____
○ Donor	_____
○ Government	_____

Agreed by UNDP: _____

PURPOSE AND EXPECTED OUTPUT

Eswatini requires an Initiation Plan to implement COVID-19 Green Recovery initiative on Waste Management for Improved Livelihoods and Resilience in light of the very limited time available to execute this project.

Output 1: Gender Inclusive strategy developed to strengthen waste sector policy, legislation, institutional coordination and capacity building.

This output seeks to develop a strategy based on an assessment of existing legislation, policies and institutional capacities, by identifying gaps in creating an enabling environment for value chain improvement for formal and informal micro, small and medium-sized enterprises in the waste sector, in order to sustain livelihoods through creating jobs and generating income. Key activities will include the following:

- 1.1 Establish a Gender inclusive Multi Stakeholder Waste Recovery Platform with the assistance of the Institute of Waste Management in Southern Africa (IWMSA)¹ which is a formal multi-stakeholder platform for waste management stakeholders throughout the waste value chain. The Platform builds on key goals: a) create a collaborative problem-solving and inclusive platform (all stakeholders including waster pickers); b) generate data and information through digital platform with several tools (e.g. waste resource map, compendium of technologies etc.) to provide real time information/data on waste management and facilitate material exchange. c) A promoter of innovation with catalytic support for innovative R&D and businesses to build opportunities for waste recovery or minimization (e.g. Waste Recovery Innovation Challenge); d) A communication dimension for awareness & knowledge. The experience of the national waste management multi-stakeholder platform developed by the Ghana Country Office will be considered to facilitate implementation of this activity².
- 1.2 Undertake waste characterization baseline studies to describe Eswatini's waste by category, quantity, source and location as well as local suppliers, local service providers and local contractors of Municipal Solid Waste Management (MSWM)-related equipment/services, by engaging the University of Eswatini who can work with environmental youth groups and youth volunteers, for a short period of time while at the same time raising awareness on the waste issue. This will then feed into the development of a market study for recyclable materials from household, commercial and industrial facilities. Key learnings from the [SDG Investor Maps methodology](#)³ developed by the SDG Impact Team can be applied to the value chain to explore and understand barriers, opportunities and incentives to/for waste value chain development while also considering the challenges faced. It will help to identify the key needs that are underinvested along the value chain and the investable, scalable business models that could address those needs and lead to identification of investment opportunities in different segments of the waste management sector, to attract financing from financial institutions and the private sector into waste management.

¹ The Institute of Waste Management in Southern Africa is a multidisciplinary non-profit and voluntary organisation made up of members across the waste management value chain which seeks to support organised and structured stakeholder engagement, professional waste management practices, R&D, education and awareness as well as influencing policy. IWMSA has been in existence for over 40 years and support private sector players in SADC members states including Eswatini through seminars and research. www.imwsa.co.za

² Ghana Multi-stakeholder Waste Recovery Initiative
https://www.gh.undp.org/content/ghana/en/home/projects/waste_initiative.html

³ SDG Investor Maps -Impact Intelligence and Facilitation Services. Accessed at <https://sdgimpact.undp.org/assets/SDG-Investor-Maps.pdf>

- 1.3 A gap analysis will be conducted on policy and legislative framework to identify barriers, gaps, opportunities and capacity development needs, extended producer responsibility (e.g. for companies to take back the waste generated from their products) as well as the key interventions required to create an enabling environment for development of a sustainable waste value chain. Recommendations will be made for legislative and policy improvements and through updating of the waste strategy. The updated strategy shall also include capacity building and the extended producer responsibility.
- 1.4 Develop guidelines for waste collection, sorting, recycling and disposal (including health and safety standards for workers) with the assistance of the IWMSA
- 1.5 Build capacity of the Ministry of Housing and Urban Development, the Eswatini Environment Authority and four Municipalities in MSWM budgeting (in terms of resource management, cost recovery through e.g. waste collection fees, planning etc.) as well as developing and implementing monitoring systems. Other key stakeholders / project beneficiaries such as informal waste pickers will be identified with the assistance of Municipalities as well as through the Multi Stakeholder Waste Recovery Platform and trained on life skills, business skills and technical training on waste collection, recycling, composting, resale and production of waste-derived products.

Output 2: Sustainable innovative solutions developed and implemented for women and youth

- 2.1 Develop sustainable waste value chain business models that can be replicated or scaled up in Eswatini. This activity will leverage the learnings and successes of the Accelerator Lab's experiment with the Siteki Municipality which seeks to develop a livelihood program to support the waste reclaimers in Siteki (mostly women and youth). The project will also leverage a UNIDO-funded project aimed at introducing best available techniques and best environmental practices at selected priority demonstration sites in Eswatini. These would serve as a foundation for the launch of Waste Recovery Innovation Challenge, targeting youth and women.
- 2.2 Development of a match-making facility, blending different sources of finance to provide seed funding for six (6) initiatives to be scaled up at national level. The Facility will be an integrated package that includes use of innovation challenge, low value grants and performance-based payments to catalyse and scale up sustainable business models. The project will facilitate set up of the facility in collaboration with government and financial institutions that are currently providing youth and women enterprise credit lines.
- 2.3 Implement innovation challenge (that is gender-balanced) and grant scheme to catalyse action on the ground targeting at least six (6) initiatives, with 50% of beneficiaries being women and youth (focus on destination towns, rural waste hotspots and strengthen links with tourism industry) already operating in the waste management space. A partnership will be forged with the Eswatini National Youth Council, Eswatini Youth Enterprise Revolving Fund (YERF) as well as the Eswatini National Youth Cooperative Alliances, Women Unlimited Eswatini as well as aligned financial institutions such as Eswatini Bank on potential financing for the waste value chain business as part of the scale up strategy through credit lines for youth/women.

2.4 Knowledge management and communication (Monitoring and progress reporting):
Lessons learned from implementation of the initiative will be documented and shared in relevant communities of practice and stakeholders to inform scale up and replication of results. The project will support preparation of policy briefs, fact sheets and other communication and visibility materials.

MANAGEMENT ARRANGEMENTS

The project will be implemented under the Sustainable Inclusive Growth Portfolio within UNDP in collaboration with the Accelerator Lab and the GEF-Small Grants Programme, that support sustainable livelihoods in the environment and climate change sector. The Accelerator Lab will support innovative solutions generation and testing while the GEF Small Grants Programme will support community-led innovations to bring together environmental gains with improved livelihoods opportunities. To ensure that social protection and governance considerations are infused into the initiative, UNDP will ensure that the project team obtain support from the economists and governance experts.

Direct implementation modality will be utilised in delivery of the project. Implementation will be supported by one full time equivalent associate or programme officer on individual or service contract. Quality assurance will be provided through supervision and weekly reporting under the Environment, Energy and Climate change portfolio. The project partners will be the Ministry of Tourism and Environmental Affairs, supported by the Eswatini Environment Authority (EEA) and the Ministry of Housing and Urban Development. A gender inclusive project steering committee will be formed for the initiative ensuring equal representation of men and women. Key members of the committee shall include Government Ministries, Agencies and Departments involved in the waste sector (Ministry of Health, Ministry of Housing and Urban Development, Ministry of Tinkhundla Administration and Development, Ministry of Natural Resources and Energy, Ministry of Agriculture, Ministry of Commerce, Industry and Trade). The Steering Committee will also include representatives from NGOs (CANGO or nominated rep), the private sector (e.g. licenced waste operators), informal sector representatives. The steering committee will meet quarterly to review progress and provide strategic guidance.

MONITORING

Quarterly progress review reports shall be prepared by the Project Management Unit/Project Manager for review by a Technical Steering Committee that provide technical guidance. The joint outcome board for the Sustainable Inclusive Economic Growth will perform the functions of the project board which will provide oversight and strategic direction. An initiation report will be prepared at the end of the initiation plan. In line with the guidance on RFF funded projects, monitoring will be conducted using the COVID-19 Monitoring Dashboard, which draws live data from the COVID-19 Marker and Atlas. Reporting will be streamlined into the COVID-19 reporting exercise using the mini-ROAR and COVID-19 indicators.

Attachment 2

DESCRIPTION OF ACTIVITIES

Project number: 00134009

Project title: Waste Management for Improved Livelihoods and Resilience

Results to be achieved by the Eswatini Environment Authority

1. Established gender inclusive Multi Stakeholder Waste Recovery Platform inclusive of at least 50% women; Developed Waste Information System which disaggregate membership by age and sex; Waste data as captured by category and by sector; User guide and Monitoring & Evaluation Guide for the Waste Information System.
2. National Waste Management Strategy: Provide waste characterisation and Market study which harmonises inventory of residual waste across Eswatini by category and by source; estimate of per capita waste generation and disposal by economic class (e.g. rural/urban, low-high income, etc); Information on available local and international markets; pricing; and recommendations to inform the waste business sector.
3. Reviewed National Solid Waste Management strategy (NSWM): Gap analysis on policy, legislative framework, capacity and NSWM strategy and municipal plans development
4. Guidelines for setting up recycling centres, waste collection, sorting, recycling and disposal (including health and safety standards for workers); designation of Waste Control Areas and for setting up local waste disposal sites.
5. Standard Operation Procedures for waste collection, transportation, sorting, recycling and disposal (including health and safety standards for workers);
6. Sustainable and inclusive business models for waste management in consultation with Ministry of Commerce Trade and Industry, Small Enterprise Development Company (SEDCO), Royal Science and Technology Park.
7. Innovation challenge (that is gender-balanced) and grant scheme to catalyse action on the ground targeting at least six (6) initiatives, with 50% of beneficiaries being women and youth
8. Knowledge management and communication (Monitoring and progress reporting)

Work to be performed by the Eswatini Environment Authority

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| <ol style="list-style-type: none">1. Oversee day to day delivery of tasks including development of terms of reference for consultants and management of assignments2. Organise and facilitate gender inclusive stakeholder engagements including technical working group meetings3. Develop criteria for selection of waste management grant beneficiaries and manage the awarding process4. Undertake capacity-building for local and national government as well as value chain beneficiaries with a focus on women (50% women) and youth5. Knowledge management and communication (Monitoring and progress reporting) |
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Description of inputs

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities to be undertaken during the year towards stated outputs</i>	Planned Budget (USD)	
		Budget Description	Amount
1 Support to strengthen Waste sector Policy, legislation and strategy	1.1 Establish a Gender inclusive Multi Stakeholder Waste Recovery Platform	74200- Audio Visual&Print Prod Costs	10000
		72400- Audio-visual equipment, computer	10000
		75700-Training, Workshops and Confer	10000
	1.2 Undertake waste characterization and Market study	75700- Training, Workshops and Confer	5000
	1.3 Gap analysis on policy, legislative framework, capacity and MSWM strategy and municipal plans development (Review NSWMS)	75700- Training, Workshops and Confer	5000
	1.4 Guidelines developed for waste collection, sorting, recycling and disposal (including health and safety standards for workers)	75700- Training, Workshops and Confer	7000
74200-Audio Visual&Print Prod Costs		500	
1.5 Capacity-building undertaken for local and national government as well as value chain beneficiaries with a focus on women (50% women)	75700- Training, Workshops and Confer	10000	
2 Sustainable innovative solutions developed and implemented for women and youth	2.1 Develop sustainable and inclusive business models around waste	75700- Training, Workshops and Confer	10000
	2.2 Implement the innovation challenge (that is gender-balanced) and grant scheme to catalyse action on the ground targeting at least six (6) initiatives, with 50% of beneficiaries being women and youth	75700- Training, Workshops and Confer	11000
		74200-Audio Visual&Print Prod Costs	1000
	2.4 Knowledge management and communication (Monitoring and progress reporting)	74200-Audio Visual&Print Prod Costs	5000
		Total	84500

Attachment 3

Scheduled of Activities, Facilities and Payments

Year 2021

EXPECTED CP OUTPUTS	PLANNED ACTIVITIES <i>List all activities to be undertaken during the year towards stated outputs</i>	Timeframe			Planned Budget		Schedule of payments by UNDP		
		Q2	Q3	Q4	Budget Description	Amount	Q2	Q3	Q4
1 Support to strengthen Waste sector Policy, legislation and strategy	1.1 Establish a Gender inclusive Multi Stakeholder Waste Recovery Platform				74200	10000			
					72400	10000			
					75700	10000			
	1.2 Undertake waste characterization and Market study				75700	5000			
	1.3 Gap analysis on policy, legislative framework, capacity and MSWM strategy and municipal plans development (Review NSWMS)				75700	5000			
2 Sustainable innovative solutions developed and implemented for women and youth	1.4 Guidelines developed for waste collection, sorting, recycling and disposal (including health and safety standards for workers)				75700	7000			
					74200	500			
	1.5 Capacity-building undertaken for local and national government as well as value chain beneficiaries with a focus on women (50% women)				75700	10000			
2 Sustainable innovative solutions developed and implemented for women and youth	2.1 Develop sustainable and inclusive business models around waste				75700	10000			
	2.2 Implement the innovation challenge (that is gender-balanced) and grant scheme to catalyse action on the ground targeting at least six (6) initiatives, with 50% of beneficiaries being women and youth				75700	11000			
					74200	1000			
	2.4 Knowledge management and communication (Monitoring and progress reporting)				74200	5000			
					Total	84500			

Note: 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 *the Eswatini Environment Authority*. 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.

Attachment 4**MODEL UNDP EXPENDITURE REPORT**

Period _____

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities to be undertaken during the year towards stated outputs</i>	Planned Budget		Payments and Expenditures		
		Budget Description	Amount	Payments received	Expenditures	Balance
Support to strengthen Waste sector Policy, legislation and strategy	1.1 Establish a Gender inclusive Multi Stakeholder Waste Recovery Platform	74200	10000			
		72400	10000			
		75700	10000			
	Sub-total		30000			
	1.2 Undertake waste characterization and Market study	75700	5000			
	Sub-total		5000			
	1.3 Gap analysis on policy, legislative framework, capacity and MSWM strategy and municipal plans development (Review NSWMS)	75700	5000			
	Sub-total		5000			
	1.4 Guidelines developed for waste collection, sorting, recycling and disposal (including health and safety standards for workers)	75700	7000			
		74200	500			
Sub-total		7500				
1.5 Capacity-building undertaken for local and national government as well as value chain beneficiaries with a focus on women (50% women)	75700	10000				
Sub-total		10000				
2 Sustainable innovative solutions developed and implemented for women and youth	2.1 Develop sustainable and inclusive business models around waste	75700	10000			
	Sub-total		10000			
	2.2 Implement the innovation challenge (that is gender-balanced) and grant scheme to catalyse action on the ground targeting at least six (6) initiatives, with 50% of beneficiaries being women and youth	75700	11000			
		74200	1000			
	Sub-total		12000			
2.4 Knowledge management and communication (Monitoring and progress reporting)	74200	5000				
Sub-total		5000				
TOTAL BUDGET			84500			