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**PROJECT DOCUMENT**  
**UNDP PHILIPPINES**

**Project Title: *Strengthening National and Local Deradicalization Efforts through Community and Women's Participation in, and Cooperation with, National Security Institutions and Processes (Project DERADICALIZATION)***

**Project Number: 00115523**

**Implementing Partner: United Nations Development Programme**

**Responsible Partners:** Bureau of Jail Management and Penology; Bureau of Corrections; Armed Forces of the Philippines; Office of the Presidential Adviser on the Peace Process; Provincial Government of Lanao del Sur; Teach Peace Build Peace Movement; Mindanao State University-Marawi; Balay Mindanaw Foundation Inc.; MAHIR Foundation Inc.; BARMM Ministry of Local Government; BARMM Ministry of Social Services; Bangsamoro youth and women networks

**Start Date: March 2019 End Date: December 2019 PAC Meeting date: 01-02 March 2019**

### Brief Description

In May 2017, the city of Marawi became the site of months-long armed conflict between government troops and the ISIS-linked Maute and Abu Sayyaf groups. As a result, thousands of individuals were internally-displaced, more than 1,000 individuals, fighters and civilians, have been killed, and the city was destroyed. After five months of battle, government forces were able to regain control of the city, with the death of the leaders of the militant groups. Fast forward to February 2019, the Armed Forces of the Philippines and the Provincial Government of Lanao del Sur launched a returnee reintegration program that will cater to around 135 individuals who have been previously involved as members or sympathizers of the Maute-ASG-IS group that launched the Marawi siege and who have now expressed interest in transitioning to peaceful and productive civilian lives. Such transition will need to be undertaken through comprehensive deradicalization, rehabilitation and reintegration initiatives, to ensure that returnees are adequately supported and protected from being drawn again into violent extremist groups.

Related to this, the draft National Action Plan on Preventing and Countering Violent Extremism has identified the following sectors that are particularly vulnerable to violent extremism: (1) communities in geographically isolated and disadvantaged areas, (2) persons deprived of liberty with terrorism-related cases (PDL with TRC) in jails and violent extremist offenders (VEOs) in prisons, (3) religious leaders, (4) learning institutions (schools, colleges, universities and madrasahs), (5) social media users, (6) Overseas Filipino Workers (OFWs) and students sent abroad for religious studies, and (7) families and relatives of people associated with home grown terror groups as well as widows and orphans of members of non-state armed groups. Of these, prison populations, including imprisoned members of extremist groups and their families, have received the least attention and programmatic assistance. This, even though prisons represent one of the most frequent locations for violent radicalization in the Philippines, with extremists converting disaffected prisoners to their cause. Given these risks, it is therefore imperative to support initiatives on deradicalization, rehabilitation and reintegration for former members of violent extremist groups, their families and to some extent their communities. Such support can harness existing interventions undertaken in jail and prison facilities, as well as assist in coming up with more comprehensive and innovative approaches to rehabilitation and reintegration of violent extremist offenders, their families and their communities.

The Project will consolidate and expand on existing local practices of security institutions partnering with local governments and civil society in engaging women and communities in the deradicalization of members of extremist groups currently held in national security facilities, and aims to expand this practice to facilities in the regions, including those in the Bangsamoro Autonomous Region in Muslim Mindanao. Indeed, pilot deradicalization efforts, particularly those led by women jail and prison officers from the Bureau of Jail Management and Penology and Bureau of Corrections as well as those implemented by civic groups such as Teach Peace Build Peace Movement, and the MAHIR Foundation, Inc., have involved families and communities – especially women – and have shown early signs of success.

The Project will seek to achieve the following results:

- (1) Two hundred thirty-five (235) individuals previously involved in violent extremism (with some in national, regional and local detention facilities) provided with comprehensive support towards peaceful re-engagement with civilian lives and communities, with female returnees and those under the age of 35 prioritized
- (2) Capacities of relevant government, corrections and penal officers (as well as relevant MILF commanders and traditional community leaders) built for supporting effective deradicalization programmes;
- (3) Families (including orphans and widows of former violent extremists), youth groups, and faith-based leaders effectively capacitated and supported in line with deradicalization efforts;
- (4) Women's leadership—both among BJMP, BuCor and other security officials and among community organizations—effectively supported in deradicalization efforts.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

CPD Outcome 3: National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of inclusive and responsive governance systems and accelerating sustainable and equitable development for just and lasting peace in conflict affected areas in Mindanao.

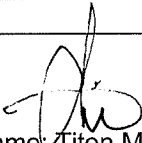
Indicative Output(s) with gender marker<sup>2</sup>: **GEN2**

**Project Output: 00113089**

- (1) Two hundred thirty-five (235) individuals previously involved in violent extremism (with some in national, regional and local detention facilities) provided with comprehensive support towards peaceful re-engagement with civilian lives and communities, with female returnees and those under the age of 35 prioritized
- (2) Capacities of relevant government, corrections and penal officers (as well as relevant MILF commanders and traditional community leaders) built for supporting effective deradicalization programmes;
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- (4) Women's leadership—both among BJMP, BuCor and other security officials and among community organizations—effectively supported in deradicalization efforts.

<b>Total resources required:</b>	<b>USD 350,000</b>	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	<b>USD 350,000</b>
	<b>Donor:</b>	
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

Agreed by (signatures)<sup>1</sup>:

UNDP

Print Name: Titon Mitra
Date: APR 08 2019

<sup>1</sup> Note: Adjust signatures as needed

<sup>2</sup> The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

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## **I. DEVELOPMENT CHALLENGE**

In May 2017, the city of Marawi became the site of months-long armed conflict between government troops and the ISIS-linked Maute and Abu Sayyaf groups. As a result, thousands of individuals were internally-displaced, more than 1,000 individuals, fighters and civilians, have been killed, and the city was destroyed. After five months of battle, government forces were able to regain control of the city, with the death of the leaders of the militant groups. Fast forward to February 2019, the Armed Forces of the Philippines and the Provincial Government of Lanao del Sur launched a returnee reintegration program that will cater to around 135 individuals who have been previously involved as members or sympathizers of the Maute-ASG-IS group that launched the Marawi siege and who have now expressed interest in transitioning to peaceful and productive civilian lives. Such transition will need to be undertaken through comprehensive deradicalization, rehabilitation and reintegration initiatives, to ensure that returnees are adequately supported and protected from being drawn again into violent extremist groups.

Related to this, the draft National Action Plan on Preventing and Countering Violent Extremism has identified the following sectors that are particularly vulnerable to violent extremism: (1) communities in geographically isolated and disadvantaged areas, (2) persons deprived of liberty with terrorism-related cases (PDL with TRC) in jails and violent extremist offenders (VEOs) in prisons, (3) religious leaders, (4) learning institutions (schools, colleges, universities and madrasahs), (5) social media users, (6) Overseas Filipino Workers (OFWs) and students sent abroad for religious studies, and 7) families and relatives of people associated with home grown terror groups as well as widows and orphans of members of non-state armed groups. Of these, prison populations, including imprisoned members of extremist groups and their families, have received the least attention and programmatic assistance. This, even though prisons represent one of the most frequent locations for violent radicalization in the Philippines, with extremists converting disaffected prisoners to their cause.

In some areas in the Bangsamoro where members of non-state armed groups, including those considered as terror groups, are considered as freedom fighters and part of resistance movement against an indifferent government, families members and even the whole communities are often sympathizeers and supporters. The incarceration or even death of a family or community member can further alienate them and make them more vulnerable to recruitment for VE.

Given these risks, it is therefore imperative to support initiatives on deradicalization, rehabilitation and reintegration for former members of violent extremists groups, their families and to some extent their communities. Such support can harness existing interventions undertaken in jail and prison facilities, as well as assist in coming up with more comprehensive and innovative approaches to rehabilitation and reintegration of violent extremist offenders, their families and their communities.

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## **II. STRATEGY**

The Project will consolidate and expand on existing local practices of security institutions partnering with local governments and civil society in engaging women and communities in the deradicalization of members of extremist groups currently held in national security facilities, and aims to expand this practice to facilities in the regions, including those in the Bangsamoro Autonomous Region in Muslim Mindanao. Indeed, pilot deradicalization efforts, particularly those led by women jail and prison officers from the Bureau of Jail Management and Penology and Bureau of Corrections as well as those implemented by civic groups such as Teach Peace Build Peace Movement, have involved families and communities – especially women – and have shown early signs of success. For instance, at least twenty (20) individuals from the al-Qaeda-allied Abu Sayyaf group at one site have shown willingness to work peacefully to advance their communities' interests. The Project will therefore draw appropriate lessons from this initial work and then seek to expand such efforts.

In addition, following the launch of the Marawi Returnee Reintegration Program last February 2019, where the Government of Lanao del Sur and the Armed Forces of the Philippines specifically requested UNDP to support the rehabilitation of 135 Maute Group and ASG “surrenderees,” and the conduct of a roundtable discussion on deradicalization, rehabilitation and aftercare programs for former and potential violent extremists in early March 2019, the Project will also seek to address the address the following key points:

- (1) the need for family-centered interventions,
- (2) the need for multi-tier/multi-dimensional interventions that cater to prevention and rehabilitation,
- (3) the challenge of creating conditions for local reconciliation, restorative and transitional justice,
- (4) the necessity of undertaking more comprehensive, in-depth research on the journey of former violent extremists,
- (5) the challenge of program institutionalization and sustainability at the national and local level,
- (6) the potential of developing shared profiling tools that can serve as baseline for any program intervention,
- (7) the need to develop programs for widows and orphans of fighters who were killed in combat, and
- (8) the need for solid validation and vetting processes for returnees.

## **Theory of Change**

The Project puts forth the following theory of change – that the involvement of families and communities in deradicalization efforts demonstrably increases the chances of former members of extremist armed groups successfully rejoining peaceful civilian lives.

The model for deradicalization that will be supported from the FW has been pioneered by an innovative female senior superintendent at the Bureau for Jail Management and Penology, and a female police general at the Bureau for Corrections. It centers on the role of women, and re-engagement between female family members and detainees. Where possible, it relies on the role of alimat—or female ulama—to provide the appropriate mix of alternative religious narratives as well as psycho-social healing. A key component of the model is longer-term accompaniment of detainees or alienated youth by female officers and counselors as they are better able to address social and psychological factors. In fact, the model, and therefore the project, concretely illustrate the significant role of women in the prevention of violent extremism.

Specific deliverables/activities that will be undertaken through this Project include the following:

- a) Support from the Funding Window will be initially applied to expanding, and extending to select localities, the successful work on deradicalization pioneered by a woman jail officer at the Special Intensive Correctional Facility in Manila.
- b) Additional efforts will target detainees from the Abu Sayyaf Group, BIFF, and the Maute Group in particular, as well as groups of alienated youth (not in detention) in select communities at specific risk from violent extremism.
- c) Since the model involves intensive interactions between detainees, correctional officers, faith-based leaders, and family and community members—especially women—all concerned parties will be equipped with capacities to engage in the process.
- d) Partnerships will be built with Mindanao-based universities and civic organizations to provide additional support to this effort, and especially when extending this model to at-risk youth currently not in detention.

- e) The initial application of FW funding will help stabilize and expand what is still an experimental initiative so that it will provide the basis for a wider effort to support effective deradicalization in both correctional facilities as well as in communities.
- f) Activities under the initial phase will include training exercises; specific measures towards creating stress-free and inclusive environments for detainees and their families; special counseling by faith based and traditional leaders; exposure to alternative narratives; targeted measures for psycho-social healing; and educational programmes.

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### **III. RESULTS AND PARTNERSHIPS**

#### **A. Expected Results**

The project is expected to contribute to Outcome 3 of the UNDP Philippines Country Programme Document 2019-2023 (*Outcome 3: National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of inclusive and responsive governance systems and accelerating sustainable and equitable development for just and lasting peace in conflict affected areas in Mindanao*) Specifically, the project is expected to contribute towards the delivery of the following outputs:

*3.1 Effective participation of former combatants in local governance, public administration, and political processes supported to secure lasting peace.*

*3.2 Platforms for transitional justice and community security established and operationalized to respond to the deep sense of marginalization.*

*3.3 UNDP-assisted combatants and conflict-affected communities provided with incentives and capabilities to become productive members of society in times of peace.*

The Project is also linked to the following programmatic priority area identified under the Philippine Country Office 2019 Integrated Workplan: Peace process implementation - To address key drivers of conflict and instability, UNDP will facilitate the transition of the Moro Islamic Liberation Front to the Bangsamoro Autonomous Region of Muslim Mindanao and support the formulation of a recovery framework for Lanao del Sur. Likewise, initiatives under this project will also contribute to PHL CO 2019 IWP Output 3.2.1: National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities.

By bringing together challenges of preventing violent extremism; strengthening the rule of law; and enhancing the participation of women and youth in peacebuilding and development, the project fully conforms to SDG 16 and to UNDP strategic plan targets on governance and peacebuilding.

The Project will seek to achieve the following results:

- (1) Two hundred thirty-five (235) individuals previously involved in violent extremism (with some in national, regional and local detention facilities) provided with comprehensive support towards peaceful re-engagement with civilian lives and communities, with female returnees and those under the age of 35 prioritized
- (2) Capacities of relevant government, corrections and penal officers (as well as relevant MILF commanders and traditional community leaders) built for supporting effective deradicalization programmes;

- (3) Families (including orphans and widows of former violent extremists), youth groups, and faith-based leaders effectively capacitated and supported in line with deradicalization efforts;
- (4) Women's leadership—both among BJMP, BuCor and other security officials and among community organizations—effectively supported in deradicalization efforts.

## **B. Resources Required to Achieve the Expected Results**

To effectively implement the project, UNDP will:

- Deploy qualified personnel and collaborate with experts as appropriate;
- Engage partner institutions (government and non-government; local and international) in the conduct of training workshops, consultations and dialogues, and other capacity-building initiatives as well as in the delivery of rehabilitation and reintegration interventions;
- Undertake monitoring, evaluation and learning along different stages of Project implementation to successfully address challenges, identify good practices, and harvest lessons learned.

## **C. Partnerships**

UNDP will collaborate and complement initiatives of national and local actors on deradicalization, rehabilitation, reintegration and aftercare for former and potential violent extremists. UNDP will also provide needed and appropriate support to families and communities of former violent extremist. In particular, UNDP will partner with the following actors in the implementation of this Project:

- (1) Bureau of Jail Management and Penology
- (2) Bureau of Corrections
- (3) Armed Forces of the Philippines
- (4) Office of the Presidential Adviser on the Peace Process
- (5) Provincial Government of Lanao del Sur
- (6) Teach Peace Build Peace Movement
- (7) Mindanao State University-Marawi
- (8) Balay Mindanaw Foundation Inc.
- (9) MAHIR Foundation Inc.
- (10) BARMM Ministry of Local Government
- (11) BARMM Ministry of Social Services
- (12) Bangsamoro youth and women networks

## **D. Risks and Assumptions**

- There is a need to identify the validation and vetting processes that are being undertaken prior to enrolling individuals to the rehabilitation and reintegration program. This will help ensure the legitimacy of the program and help shield the program from potential abuse by interested parties.
- Government agencies will need to commit to sustainability and institutionalization of the returnee programs, in order to ensure that former VEOs are effectively assisted towards mainstreaming into productive and peaceful lives, and that recidivism/re-offending is reduced, if not eliminated.
- Possibility of major outbreaks of violence caused by other armed group and other violent extremist groups in the Bangsamoro region can threaten gains made in deradicalization, rehabilitation and reintegration.

- Differences in political and religious perspectives among project stakeholders may also lead to difficulties in project implementation.

### **E. Stakeholder Engagement**

The primary target groups for the Project include the following: persons deprived of liberty with terrorism-related cases (PDL with TRC) in jails and violent extremist offenders (VEOs) in prisons and their families and communities; national government agencies involved in rehabilitation and reintegration efforts for former VEOs, such as BJMP, BuCOR and AFP; local government units in areas affected by and vulnerable to violent extremism; civil society organizations involved in efforts in prevention of violent extremism; and youth and women networks in the Bangsamoro. Other partnerships may be further developed in the course of project implementation. Throughout the implementation of the Project, platforms for multi-sectoral, multi-level stakeholder engagement will be established and sustained. The Project Board and project team will ensure that at least a third of all participants in key activities are women.

### **F. South-South and Triangular Cooperation**

This Project will not entail formal South-South or Triangular Cooperation, but technical expertise and lessons learned will be obtained from deradicalization, rehabilitation and reintegration experiences in other countries to better inform the efforts under this Project.

### **G. Knowledge**

The Project will document good practices and lessons learned in the course of Project implementation. It will contribute to building the Philippine evidence base on deradicalization, rehabilitation, reintegration and aftercare programs for former and potential violent extremists. Analytical work derived from the profiling and assessment to be undertaken with returnees/surrendered may also contribute as evidence to inform policy and programming.

### **H. Sustainability and Scaling-Up**

At the end of the Project implementation, capacities for deradicalization, rehabilitation and reintegration of individuals previously involved in violent extremism/VEOs will have been developed and strengthened among service providers from national government agencies, local government units and civil society organizations. Capacity-building resources will help facilitate knowledge transfer to other personnel in these institutions.

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## **IV. PROJECT MANAGEMENT**

### **A. Cost Efficiency and Effectiveness**

All project interventions will be implemented in close collaboration with agencies with the mandate for the rehabilitation of persons deprived of liberty with terrorism-related cases (PDL with TRC) in jails and violent extremist offenders (VEOs) in prisons. Civil society organizations with previous experience on implementing deradicalization initiatives will also be engaged. These organizations will have established management structures and operational networks, which can help contribute to cost efficiency and effectiveness. Project implementation will also be reviewed on a quarterly basis to ensure that the original theory of change holds and any necessary adjustment of interventions will entail minimal costs.

## **B. Project Management**

The Project will be supervised by the UNDP Senior Advisor for Peacebuilding and Prevention of Violent Extremism and will be implemented under the overall guidance of the UNDP Resident Representative or his deputy. Its implementation will be supported by staff from the Resilience and Peacebuilding Unit.

To ensure that project results are achieved, a multi-stakeholder Project Advisory Board will be established, which includes representatives from key implementing partners and stakeholders. The Project Board will meet at least once a year or as required to review implementation and provide detailed substantive guidance.

Quality assurance will be provided by a team comprised of the Management Support Unit and senior staff with relevant technical experience. Project staff will be based in Cotabato and Manila, as the primary stakeholders will be based in these locations.



## V. RESULTS FRAMEWORK<sup>2</sup>

<b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b>									
<b><i>Strategic Plan IRRF 2018-2021 Outcome 3:</i></b> Strengthen resilience to shocks and crises									
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b>									
<u>CPD Outcome 3: National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of inclusive and responsive governance systems and accelerating sustainable and equitable development for just and lasting peace in conflict affected areas in Mindanao.</u>									
<u>3.1.1 Number of former combatants who have completed integration, healing, and reconciliation programmes through UNDP support.</u>									
<b>Applicable Output(s) from the UNDP Strategic Plan:</b>									
<u>SP Output Indicator 3.2.1.1: Number of countries with national plans of action for prevention of violent extremism (PVE) under implementation</u>									
<b>Project title and Atlas Project Number:</b>									
EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>3</sup>	DATA SOURCE	BASELINE		2019 TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Q2	Q3	Q4	2019	
<b>Output 1:</b> Two hundred thirty-five (235) individuals previously involved in violent extremism (with some in national, regional and local detention facilities) provided with comprehensive support towards peaceful re-	<b>1.1</b> Number of design and planning workshops comprehensive program for deradicalization, rehabilitation and aftercare for former violent extremists	UNDP	0	2018	2	1	0	3	Accomplishment and progress reports
	<b>1.2</b> Number of beneficiaries that have undergone comprehensive profiling and assessment for proper classification and intervention planning	UNDP AFP BJMP BuCor	0	2018	135	50	50	235	Accomplishment and progress reports

<sup>2</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>3</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

engagement with civilian lives and communities, with female returnees and those under the age of 35 prioritized	<b>1.3</b> Number of beneficiaries supported with rehabilitation packages (psychosocial support, livelihood training, religious counselling, family counselling, cultural and creative arts, sports, etc.	LGUs	0	2018	135	50	50	235	Accomplishment and progress reports
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EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>4</sup>	DATA SOURCE	BASELINE		2019 TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Q2	Q3	Q4	2019	
<b>Output 2:</b> Capacities of relevant government, corrections and penal officers (as well as relevant MILF commanders and traditional community leaders) built for supporting effective deradicalization programmes	<b>2.1</b> Number of training modules developed for strengthening capacities of service providers in delivering deradicalization, rehabilitation and aftercare programs for former violent extremists	UNDP AFP BJMP BuCor LGUs NGOs and CSOs	None	2018	1	1	0	2	Accomplishment and progress reports
	<b>2.2</b> Profiling and assessment tool developed and enhanced in support of deradicalization, rehabilitation and aftercare programs for former violent extremists		None	2018	Profiling and assessment tool developed	Profiling and assessment tool enhanced	0	Profiling and assessment tool developed and enhanced	Accomplishment and progress reports
	<b>2.3</b> Number of capacity-building initiatives conducted for relevant government and nongovernment actors involved in deradicalization, rehabilitation and aftercare for former violent extremists		TBD	2018	2	1	0	3	Accomplishment and progress reports

<sup>4</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	<i>2.4 Number of relevant actors and stakeholders capacitated on deradicalization, rehabilitation and aftercare for former violent extremists</i>		TBD	2018	40	20	0	60	Accomplishment and progress reports
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EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>5</sup>	DATA SOURCE	BASELINE		2019 TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Q2	Q3	Q4	2019	
<b>Output 3:</b> Families (including orphans and widows of former violent extremists), youth groups, and faith-based leaders effectively capacitated and supported in line with deradicalization efforts	<i>3.1 Number of families (orphans and widows) of individuals previously involved in violent extremism provided with support for immediate needs, psychosocial, education and livelihood assistance</i>	UNDP AFP BJMP BuCor LGUs NGOs and CSOs	0	2018	0	25	0	25	Accomplishment and progress reports
	<i>3.2 Number of youth capacitated on deradicalization, rehabilitation and reintegration</i>		0	2018	20	20	0	40	Accomplishment and progress reports
	<i>3.3 Number of faith-based leaders capacitated on deradicalization, rehabilitation and reintegration</i>		0	2018	0	20	20	40	Accomplishment and progress reports

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>6</sup>	DATA SOURCE	BASELINE		2019 TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Q2	Q3	Q4	2019	
<b>Output 4:</b> Women's leadership – both among PNP and	<i>4.1 Number of women officials and staff capacitated on deradicalization, rehabilitation and reintegration</i>	UNDP AFP	0	2018	10	0	0	10	Accomplishment and progress reports

<sup>5</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<sup>6</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be

other security officials and among community organizations – effectively supported in deradicalization efforts	<b>4.2</b> <i>Number of women officials and staff supported in their deradicalization, rehabilitation and reintegration</i>	<i>BJMP BuCor LGUs NGOs and CSOs</i>	0	2018	0	10	0	10	<i>Accomplishment and progress reports</i>
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## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### A. Monitoring

#### ▪ Quarterly Progress Reporting

Quarterly progress reports shall be submitted by the Project Manager to the Project Board, using the standard reporting format, which will contain the progress towards completion of key results, risks and assumptions which may have affected the project implementation based on the Project's results framework and lesson-learned to ensure adaptive management and learning. Feedback from partners and stakeholders will also be collected as part of performance assessment.

#### ▪ Annual Progress Reporting

An annual progress report shall be prepared by the Project Manager and shared with the Project Board. The Annual Review Report shall be used to assess the performance of the Project and will consist of progress data showing the results achieved against pre-defined annual targets (output level). The Annual Review will also examine challenges encountered, lessons learned and recommendations for sustainability. This review will be spearheaded by the Project Board and will involve other key stakeholders as necessary.

#### ▪ Final Project Terminal Report and Lessons Learned

The Project's Terminal or Project Completion Report (PCR) will summarize the level of the Project's accomplishments in meetings its results. The PCR will also highlight the key achievements in terms of innovations and lessons learning, which are worth replicating in similar projects.

#### ▪ Monitoring and Evaluation Plan

An M&E plan shall be submitted and updated to track progress on results indicators and key management actions/events (including field monitoring visits, Project board meetings, etc.)

#### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		USD 500.00
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified		USD 1000.00

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action</b>	<b>Partners (if joint)</b>	<b>Cost (if any)</b>
	measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.		risks and actions taken.		
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		USD 500.00
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		USD 1,000.00
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		USD 500.00
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			USD 1,000.00
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board		USD 1,000.00

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.		and management actions agreed to address the issues identified.		

### Evaluation Plan<sup>7</sup>

An independent evaluator will be engaged at the conclusion of the project to review project implementation and results, and make recommendations to the Project Board. This evaluation initiative will be conducted with the participation of different Project stakeholders. Regular monitoring/field visits as well as feedback and reflection sessions with project implementers and stakeholders shall be conducted throughout the duration of the project. An audit of the Project will also be undertaken based on standard UNDP audit guidelines.

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<sup>7</sup> Optional, if needed

## VII. ANNUAL WORK PLAN <sup>89</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget			RESPONSIBLE PARTY	PLANNED BUDGET		
		Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<b>Output 1:</b> Two hundred thirty-five (235) individuals previously involved in violent extremism (with some in national, regional and local detention facilities) provided with comprehensive support towards peaceful re-engagement with civilian lives and communities, with female returnees and those under the age of 35 prioritized	<b>1.1</b> At least three (3) design and planning workshops for comprehensive program for deradicalization, rehabilitation and aftercare for former violent extremists conducted	X	X		UNDP	FW	71200 - International consultants	5,000.00
	<b>1.2</b> At least 235 beneficiaries have undergone comprehensive profiling and assessment for proper classification and intervention planning	X	X	X			71300 - Local consultants	3,000.00
							71600 – Travels	4,000.00
							75700 - Learning Cost	15,000.00
	<b>1.3</b> At least 235 beneficiaries supported with rehabilitation packages (psychosocial support, livelihood training, religious counselling, family counselling, cultural and creative arts, sports, etc.	X	X	X			73400 - RMOE Vehicle	2,000.00
72600 – Grants					120,000.00			
				72500 – Supplies	1,000.00			
<b>Sub-Total for Output 1</b>							<b>150,000.00</b>	

<sup>8</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>9</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget			RESPONSIBLE PARTY	PLANNED BUDGET			
		Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)	
<b>Output 2:</b> Capacities of relevant government, corrections and penal officers (as well as relevant MILF commanders and traditional community leaders) built for supporting effective deradicalization programmes	<b>2.1</b> Development and enhancement of training modules for strengthening capacities of service providers in delivering deradicalization, rehabilitation and aftercare programs for former violent extremists	X	X		UNDP	FW	71200 - International consultants	5,000.00	
	<b>2.2</b> Development and enhancement of profiling and assessment tool for individuals previously involved in violent extremism	X	X				71300 - Local consultants	5,000.00	
	<b>2.3</b> At least three (3) capacity-building initiatives conducted for relevant government and nongovernment actors involved in deradicalization, rehabilitation and aftercare for former violent extremists						71600 – Travels	5,000.00	
							75700 - Learning Cost	33,000.00	
		X	X		72500 – Supplies	1,000.00			
<b>Sub-Total for Output 2</b>								<b>49,000.00</b>	
<b>Output 3:</b> Families (including orphans and widows of former violent extremists), youth groups, and faith-based leaders effectively capacitated and supported in line with deradicalization efforts	<b>3.1</b> At least 25 families (orphans and widows) of individuals previously involved in violent extremism provided with support for immediate needs, psychosocial, education and livelihood assistance	X	X	X	UNDP	FW	71200 - International consultants	3,000.00	
	<b>3.2</b> Capacity-building for youth networks on strengthening deradicalization efforts						71300 - Local consultants	2,000.00	
							71600 - Travels	5,000.00	
	<b>3.3</b> Capacity-building for faith-based leaders on strengthening deradicalization efforts						72600 -Grants	40,500.00	
				X			X	72500 – Supplies	1,000.00
								75700 - Learning Cost	7,500.00
<b>Sub-Total for Output 3</b>								<b>59,000.00</b>	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget			RESPONSIBLE PARTY	PLANNED BUDGET		
		Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<b>Output 4:</b> Women's leadership – both among PNP and other security officials and among community organizations – effectively supported in deradicalization efforts	<b>4.1</b> Capacity-building for women officials and staff in relation to for deradicalization, rehabilitation and aftercare for former violent extremists	X	X		UNDP	FW	72600 - Grants	30,000.00
	<b>4.2</b> Support provided for deradicalization initiatives spearheaded by women officials and staff				UNDP	FW	71300 - Local consultants	1,000.00
			X	X			71600 – Travels	1,000.00
							75700 - Learning Cost	7,500.00
						72500 – Supplies	500.00	
<b>Sub-Total for Output 4</b>								<b>40,000.00</b>
<b>Programme Management</b>	Start up and day to day operations				UNDP	FW	71400- SC Individuals	10,000.00
							72400- Communication	1,000.00
		X	X	X			72500 -Office Supplies	2,000.00
						72300 -Fuel & gasoline	5,102.81	
						74100 - Evaluation	5,000.00	
						71600 -Travels	5,000.00	
						75700 -Learning Cost	1,000.00	
<b>Sub-Total for Project Staff Personnel, Direct Costs &amp; Operations</b>								<b>29,102.81</b>
	General Management Support	X	X	X	UNDP	FW	75100 – Facilities and Administration	22,897.19
<b>TOTAL</b>								<b>350,000.00</b>

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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

A Project Advisory Board will be established to:

- Provide inputs relative to the project's overall strategic directions
- Provide inputs as may be necessary to ensure continued relevance and effectiveness to achieve the project's intended results
- Review and approve project work plans when required and authorizes any major deviation from these agreed work plans.
- Provide inputs / advise on solutions towards addressing bottlenecks and challenges in project implementation
- Project reviews at designated decision points during the running of a project, or as necessary when raised by the Project Manager

The Project Advisory Board members are:

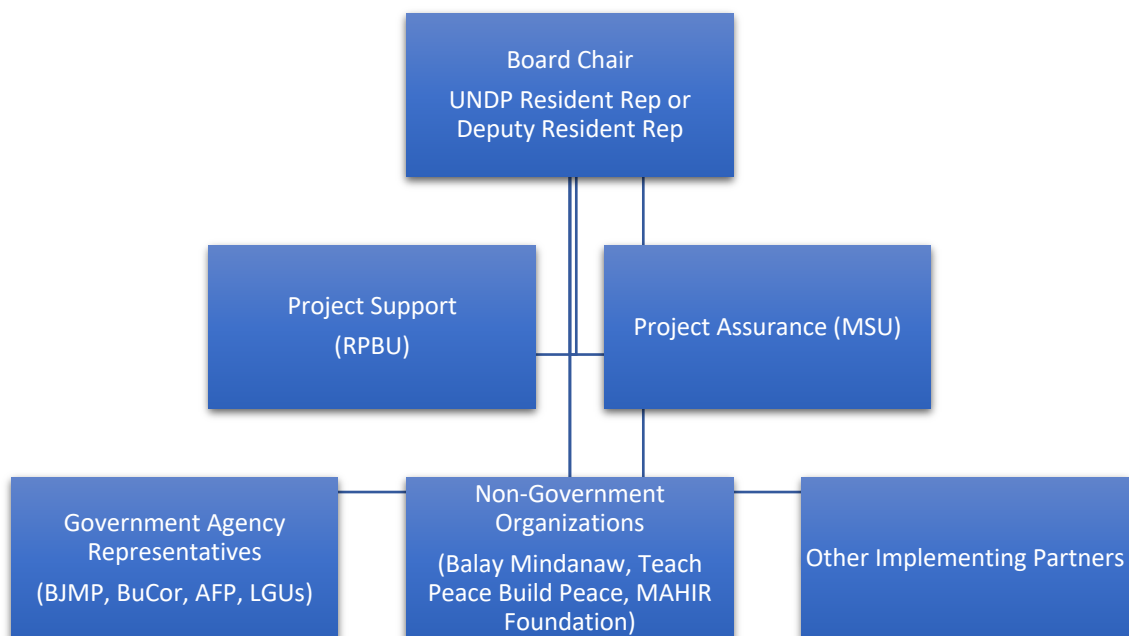
- The Project Board Executive: represented by the UNDP Resident Representative or his deputy;
- Project Beneficiaries: Government Agency Representatives (such as BJMP and BuCor), Local Government Units, Civil Society Organization Representatives (CSOs) or Community-Based Organizations (CBOs).

Quality Assurance (to ensure that the project remains strategic, relevant, efficient, effective, sustainable, and meets social and environmental standards) will be the responsibility of the Management Support Unit.

Meanwhile, the Resilience and Peace Building Unit (RPBU) will provide project management and support services in close coordination with the implementing partners.

The Project will be implemented by UNDP through Direct Implementation (DIM) modality.

### Project Board Structure



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## IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Philippines and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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## X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>10</sup> [UNDP funds received pursuant to the Project Document]<sup>11</sup> 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/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. 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;

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<sup>10</sup> To be used where UNDP is the Implementing Partner

<sup>11</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or

promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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## **XI. ANNEXES**

- 1. Project Quality Assurance Report (Please refer to separate page on QA report)**
- 2. Risk Analysis.**
- 3. Project Board Terms of Reference and TORs of key management positions**

## ANNEX [2]. OFFLINE RISK LOG

<b>Project Title:</b> <i>Strengthening National and Local Deradicalization Efforts through Community and Women's Participation in, and Cooperation with, National Security Institutions and Processes (Project DERADICALIZATION)</i>	<b>Award ID:</b> 00115523	<b>Date:</b> 08 April 2019
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#	Description	Date Identified	Type	Impact/ Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	The target beneficiaries, particularly the detained violent extremist offenders (VEOs) refuse to cooperate	Apr 2019	Political	P=Medium I= High	Dialogues and consultations will be conducted to reassure the VFOs that this project will benefit them and their families.	Programme Manager	Programme Manager	Apr 2019	No change
2	The service providers (i.e. BJMP, BuCor, PNP) may not be fully committed to the implementation of the project	Apr 2019	Political	P= High I = High	Conduct continuing dialogues with service providers to assuage their skepticism	Programme Manager	Programme Manager	Apr 2019	No change

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## ANNEX [3]. TERMS OF REFERENCE OF PROJECT BOARD AND PROJECT MANAGER

### Terms of Reference of the Project Board<sup>12</sup>

#### Overall responsibilities<sup>13</sup>:

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards<sup>14</sup> that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

#### Composition and organization:

This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC<sup>15</sup> meeting. For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNDP, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

#### Specific responsibilities:

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<sup>12</sup> For a simple programme component, separate Project Boards would not be required if their roles can be covered by the Outcome Board.

<sup>13</sup> Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

<sup>14</sup> UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

<sup>15</sup> Depending on its composition, the Outcome Board can fulfill the function of the Project Appraisal Committee (LPAC)



### *Defining a project*

- Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).

### *Initiating a project*

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

### *Running a project*

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

### *Closing a project*

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

## Terms of Reference of the Project Manager

### Overall responsibilities:

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time.

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Project Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

### Specific responsibilities:

#### *Overall project management:*

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;

#### *Running a project*

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

#### *Closing a Project*

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

