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**Project Title:** Support to Peacebuilding and Normalization (SPAN) Programme

**Project Number:**

**Implementing Partner:** Office of the Presidential Adviser on the Peace Process (OPAPP)

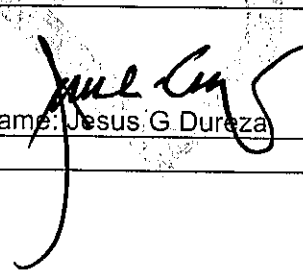
**Start Date:** 11 December 2017

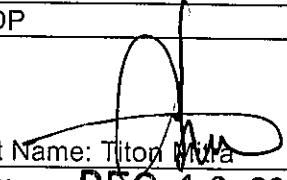
**End Date:** 10 December 2018 **PAC Meeting date:**

<p><b>Brief Description</b></p> <p>The Support to Peacebuilding and Normalization (SPAN) Programme will contribute towards sustaining the gains of the Government's comprehensive peace process, and in ensuring peace and security in conflict-affected areas by a) accelerating the implementation of security and socioeconomic aspects of the Normalization Annex of the GPH-MILF Comprehensive Agreement on Bangsamoro (CAB), and b) strengthening the enabling environment for peace, recovery and development.</p> <p>By accelerating the achievement of results relative to the Normalization process, SPAN will help sustain confidence-building and stability on the ground, and help strengthen joint platforms for the transition process of the MILF towards self-governance through political rather than military means. By increasing capacities for conflict prevention and peacebuilding and responding to the critical needs of vulnerable sectors, SPAN will help establish conflict-sensitive and peace-promoting governance, and contribute to the achievement of a durable peace and sustainable recovery and development.</p> <p>In partnership with the Office of the Presidential Adviser on the Peace Process (OPAPP), UNDP will implement the SPAN through the National Acceleration Modality (NAM) over a period of one year. The Programme will be implemented in areas covered by the Comprehensive Agreement on Bangsamoro (CAB) and the Autonomous Region in Muslim Mindanao (ARMM).</p>
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<p><b>Contributing Outcome (UNDAF/CPD, RPD or GPD):</b> By 2018, capacities of claimholders and duty bearers will have been strengthened to promote human rights, inclusivity, integrity and the rule of law in governance (UNDAF/CPD)</p> <p><b>Indicative Outputs:</b> 1) Baselines and systems for information management and monitoring and evaluation (M&amp;E) established and operational 2) Strengthened capacities of transitional security mechanisms to pursue the Normalization process 3) Enhanced capacities of stakeholders and institutions to manage the transformation process 4) Increased access to basic services in the six MILF priority camps 5) Enhanced capacities for conflict-sensitive and peace-promoting governance 6) Increased access of vulnerable sectors to critical social services 7) Recovery and rehabilitation of Marawi City strengthened through peacebuilding, social healing and reconciliation</p>
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<b>Total resources required:</b>	<b>PHP649,261,957.58</b>	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>Donor:</b>	
	<b>Government:</b>	PHP649,261,957.58
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

<b>Government</b>
 Print Name: Jesus G. Dureza Date:

<b>UNDP</b>
 Print Name: Tilton Mura Date: <b>DEC 12 2017</b>

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

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## I. DEVELOPMENT CHALLENGE

A key development challenge for Mindanao is the prevalence of armed conflicts, which have lasted for fifty years. These vary in nature and intensity, and overlap primarily in the underdeveloped or lagging areas. *Vertical conflicts* (armed, organized non-state actors against the State) involve the Bangsamoro struggle for self-determination, primarily led by the Moro Islamic Liberation Front (MILF) and the Moro National Liberation Front (MNLF), and the ideological struggle of the Communist Party of the Philippines-New People's Army-National Democratic Front (CPP-NPA-NDF, commonly referred to as CNN). Ongoing peace processes with these groups seek a just and peaceful resolution of the armed conflicts through political settlement of long-festered grievances and aspirations<sup>2</sup>. Mindanao is also confronted with a variety of *horizontal conflicts* (inter-clan, inter-group and community-level violence) often emanating from competition over access, control and use of land and natural resources. In an environment characterized by a proliferation of firearms and weapons, localized conflicts often transform and merge with vertical conflicts, and clan disputes have in many instances developed into major confrontations between the state forces and insurgents who are drawn into the disputes. Other sources of instability and insecurity are related to common crimes, shadow economy issues, identity issues and resource issues.<sup>3</sup> Overall, the various conflicts have affected 25 out of 29 provinces in Mindanao. Conflict has been most prevalent in the ARMM, Zamboanga Peninsula and Caraga. Data shows that close to 86.21% of Mindanao's provinces are directly affected by armed conflict. (*Note: More details on the armed conflicts may be found at [www.peace.gov.ph](http://www.peace.gov.ph)*)

The growing global phenomenon of radicalization and violent extremism has now also made itself starkly visible in the Philippines in the Marawi siege by groups with links to the international terrorist group ISIS. The Marawi crisis has resulted in massive population displacements; destruction of public infrastructure and private properties; and loss of lives amongst civilians and combatants. Government resources have had to be allocated for both the military and IDP response. Additionally, massive resources will need to be poured in for the rebuilding of Marawi, which will require not just physical reconstruction, but the repair of damaged relationships and weakened social cohesion, as well as psychosocial healing processes. Above all, it has made more complex the peace and security dynamics for Mindanao and the whole country. The strengthening of existing resources for peace, such as peace agreements and local peacebuilding capacities and mechanisms coupled with the effective delivery of social services, is critical in countering the violent extremism that had driven the attack on Marawi, and preventing it from happening again.

The closely intertwined dynamics of conflict, poverty and underdevelopment constitute a critical dimension of the development challenge for Mindanao. Recent data reflect the connection between armed conflict, poverty and quality of life. According to the Philippine Human Development Report (PHDR) in 2013<sup>4</sup>, nine of the 10 lowest-ranking provinces in the Human Development Index in terms of life expectancy, school enrolment, literacy and incomes are in Mindanao, four of them being in the ARMM. ARMM has also consistently registered the highest poverty incidence among families in the whole country, at between 40.0 to 49.0 percent in the last 6 years. Intended to be a vehicle to help address the grievances driving the rebellion, respond to aspirations for Moro self-governance, and to build long-term peace and development, the ARMM still needs to overcome peace and development challenges, including persistent armed conflict, chronic poverty, and poor local governance. Poverty and lack of social opportunity have been found to be both drivers and sources of conflict.

Government and its partners have sought for decades to address the peace and development challenges facing Mindanao. Since the 1970s, there have been repeated efforts to bring peace and spur development in Muslim Mindanao. Two peace agreements signed in 1976 and 1996<sup>5</sup> were seen to have been ineffectively implemented and triggered renewed fighting. The current

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<sup>2</sup> As of July 2017, talks with the NDF have been suspended.

<sup>3</sup> International Alert Philippines. "*Violence in the Bangsamoro and Southern Mindanao: Emerging Actors and New Sites of Conflict 2011-2015*," 2016.

<sup>4</sup> In 2013, Sulu scored the lowest, with a human development index (HDI) of 0.216, followed by Maguindanao, 0.300; Tawi-Tawi, 0.310; Zamboanga, 0.353; Agusan del Sur, 0.354; Davao Oriental, 0.356; Sarangani, 0.371; Zamboanga del Norte, 0.384; and Lanao del Sur, 0.416.

<sup>5</sup> These agreements are the 1976 Tripoli Agreement and the 1996 Final Peace Agreement (FPA) between the Moro National Liberation Front (MNLF) and the government of the Republic of the Philippines (GRP) during the Marcos regime and the Ramos administration respectively.

peace process between the Government of the Philippines (GPH) and the MILF which began in 1997 also faced serious challenges as it moved forward, but has had significant breakthroughs particularly towards the objective of establishing a new political entity, the Bangsamoro.

In March 2014, the GPH and the MILF signed the Comprehensive Agreement on Bangsamoro (CAB) following over seventeen years of peace negotiations. The CAB embodies a comprehensive political settlement that aims to provide a just and lasting solution to the armed conflict, articulated in several annexes including the Annex on Transitional Arrangements and Modalities (signed on 27 February 2013); Annex on Revenue Generation and Wealth Sharing (signed on 13 July 2013); Annex on Power Sharing (signed on 8 December 2013); Addendum on Bangsamoro Waters and Zones of Joint Cooperation (signed on 25 January 2014); and the Annex on Normalization (signed on 25 January 2014).

Implementation of the CAB has two main thrusts: first, the political-legislative track that includes the drafting the Bangsamoro Basic Law (BBL), which when ratified, will give rise to the legal creation of the Bangsamoro Government that will replace the current ARMM<sup>6</sup> and second, the normalization track, which runs alongside and complementary to the political-legislative work on the BBL.

#### *The Normalization Process: Addressing the Challenges of Human Security in the Bangsamoro*

The Normalization Annex of the CAB defines normalization as the process whereby communities can achieve their desired quality of life, which includes the pursuit of sustainable livelihoods and political participation within a peaceful, deliberative society. Normalization aims to ensure human security in the Bangsamoro and build a society that is committed to basic human rights where individuals are free from fear of violence or crime and where long-held traditions and values continue to be honored.

The Program for Normalization in the Bangsamoro has eight dimensions, namely: 1) Transitional Components 2) Socio Economic Program 3) Decommissioning 4) Policing 5) Redeployment of AFP 6) Disbandment of Private Armed Groups (PAGs) 7) Confidence-Building Measures (CBMs), and 8) Transitional Justice and Reconciliation (TJR).

These eight dimensions are clustered under four components: a) Security (Transitional Components [JNC, JPSC, JPSTs]; Decommissioning; Policing; Redeployment of AFP; Policing); b) Socio-economic (Task Force on Decommissioned Combatants and their Communities, Joint Task Force on Camps Transformation); c) TJR, and d) CBMs.

The Peace Panels of the GPH and the MILF have agreed on several critical interventions to implement the Normalization process. Given the complex peace and security environment in Mindanao at present, it is critical to implement these swiftly, in order to maintain the momentum for confidence-building; prevent or reduce disillusionment with the peace process; spur development in the MILF communities, and forestall possible alignment of dissatisfied combatants with extremist ideologies and groups.

#### *Building Local Capacities for Peace and Addressing the Needs of Vulnerable Sectors*

The Government's peace and development agenda articulates a comprehensive and multi-faceted approach in addressing the challenges of conflict, peace and development for the country, and particularly for Mindanao. Thus, aside from the Normalization process for MILF combatants and their families, government also seeks to respond to the needs and aspirations of individuals and communities whose lives have been affected by armed conflict. The lack of access to social services, especially amongst vulnerable sectors, exacerbates their already disadvantaged conditions due to the armed conflict, and can drive or fuel unrest and violent conflict. Welfare assistance needs to be provided to vulnerable sectors, including the provision of

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<sup>6</sup> Envisioned to have increased fiscal and political autonomy, the Bangsamoro will replace the existing Autonomous Region in Muslim Mindanao (ARMM). It is hoped that the new entity will meet Moro aspirations to govern their own affairs, while laying the foundation for stronger institutions and better governance. Upon the ratification of the BBL through a plebiscite, the ARMM is deemed abolished and will cease to exist. An interim government called the Bangsamoro Transition Authority (BTA) shall be created to prepare for the transition of the region to the Bangsamoro government.

trauma/psychosocial healing interventions; small-scale livelihoods, and basic assistance to the elderly and persons with disabilities. Support to education of the youth will also need to be pursued to counter the lure of violent extremism, and to prepare them for critical roles in leadership and peacebuilding. There is also a need to build the capacities of LGUs to lead in the prevention and non-violent resolution of conflicts, and to steer constituents and stakeholders to build long-term peace. Current efforts to build LGU capacities for conflict prevention and peacebuilding (CPPB) need to be enhanced, especially in the ARMM. Conflict sensitivity and peace promotion need to be mainstreamed in local processes, mechanisms and systems, and to better equip LGUs, CSOs and peace and development workers to engage in conflict analysis and conflict management, which are necessary skills when working in conflict contexts, including for post-conflict recovery, as in the case of Marawi City.

To address the peace and development challenges mentioned above, the Office of the Presidential Adviser on the Peace Process (OPAPP) and UNDP will cooperate to implement the *Support to Peacebuilding and Normalization (SPAN) Programme*. The strategy for implementing the Programme is described below.

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## **II. STRATEGY**

### **A. Alignment with UN and National Policy Frameworks**

#### *National Policy Framework*

The SPAN Programme is in line with the Government's overall policy framework for Attaining Just and Lasting Peace as articulated in Chapter 17 of the Philippine Development Plan 2017-2022, which states that the Government aims to negotiate and implement peace agreements with all internal armed conflict groups. While engaging in peace talks, it will also ensure that communities in conflict-affected and vulnerable areas are protected and developed. In line with the PDP strategy, the Duterte administration is pursuing a Six-Point Peace and Development Agenda: 1) Meaningful implementation of the peace agreement with the MILF towards healing in the Bangsamoro; 2) Completion of the implementation of remaining commitments under the GPH-MNLF Final Peace Agreement; 3) Accelerated signing and implementation of the final peace agreement with the CPP-NPA-NDF; 4) Immediate conclusion of the peace process with the CBA-CPLA and the RPMP-RPA-ABB; 5) Implementation of peace promoting catch-up socioeconomic development in conflict affected areas; and, 6) Building of a culture of peace and conflict sensitivity.

Consistent with the 6-Point Peace and Development Agenda, The SPAN Programme will support Government in achieving its objectives for the meaningful implementation of the peace agreement with the MILF toward healing in the Bangsamoro; the implementation of peace-promoting and catch-up socioeconomic development in conflict-affected areas, and the empowerment of individuals and communities by increasing their capacity to address conflict and reduce their vulnerabilities. It will also help to enhance the responsiveness of government peace and development institutions, especially LGUs, to peace, conflict, and security issues.

#### *UN Policy Framework*

The SPAN programme is consistent with the UN Development Assistance Programme (UNDAF) Outcome 3 which envisions that "by 2018, capacities of claimholders and duty bearers will have been strengthened to promote human rights, inclusivity, integrity and the rule of law in governance" It will support the achievement of Sustainable Development Goal 16 (Peace and Justice), to "promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels."

### **B. Theory of Change**

As articulated above, the key peace and development challenge for Mindanao is the situation of protracted armed conflicts. These conflicts impede sustainable development, threaten national security, and exacerbate the insecurity of vulnerable sectors. To address this challenge, the

Philippine government has pursued peace negotiations with rebel groups, implemented peace and development programmes for conflict-affected areas, and supported the advancement of a peace constituency in Mindanao.

Significant strides have been made towards addressing the needs and aspirations of the Bangsamoro people with the signing of the CAB in 2014. The implementation of the CAB is crucial to maintaining peace and stability in Muslim Mindanao, as it provides platforms to address social cleavages, advance human security, and transform institutions to steer the Bangsamoro towards long-term peace and development.

Lessons from the past have shown that the slow or delayed implementation of peace agreements (i.e 1976 Tripoli Agreement; 1996 FPA) have led to more conflict. It is also widely acknowledged globally that there is a high risk of recurrence of violence in post-agreement scenarios. Already there has been some significant delay in the legislative process towards the establishment of the Bangsamoro. The Normalization process, however, is not dependent on legislation and can be pursued immediately. By effectively achieving results in this respect, the Philippine government can sustain confidence-building and stability on the ground, and reinforce its commitment to peaceful change by strengthening joint platforms for the transition process of the MILF towards self-governance through political rather than military means.

The environment towards achieving sustainable peace, security and development can likewise be strengthened by enabling local stakeholders to actively engage in conflict prevention and peacebuilding (CPPB), with special focus on LGUs. Increased capacities for CPPB will enhance the policy environment, and strengthen LGU leadership in attaining a durable peace for their communities. In this regard, OPAPP sees that capacities for CPPB amongst LGUs, particularly in the ARMM are still relatively deficient, and will need to be strengthened. Aside from addressing CPPB capacity needs, building peace likewise requires that vulnerable sectors affected by armed conflict will be provided critical support, such as the provision of livelihoods or socioeconomic support, psychosocial interventions, platforms for dialogue and conflict resolution at community level, and the provision of assistive devices to priority sectors such as women, children, persons with disabilities and the elderly. At present, OPAPP sees low capacity and prioritization of these needs, especially in the area of conflict resolution.

### **C. UNDP Programme of Support**

#### **The Support to Peacebuilding and Normalization (SPAN) Programme: Supporting Peace, Security and Development in the Bangsamoro**

The SPAN Programme seeks to contribute towards sustaining the gains of the peace process, and in ensuring peace and security in conflict-affected and –vulnerable areas in the Bangsamoro. It represents a comprehensive approach to peacebuilding and development by pursuing peacebuilding interventions along three critical and interrelated Government priorities for peace and development: 1) support for the implementation of the Security aspect of the Normalization process; 2) support for the implementation of the Socioeconomic aspect of the Normalization process, and 3) support towards strengthening the enabling environment for peace, recovery and development. Additionally, it will support the implementation of social healing and peacebuilding interventions in post-conflict Marawi City.

The Programme will be implemented in areas covered by the Comprehensive Agreement on Bangsamoro (CAB) 2014, and as stipulated by the Annex on Normalization signed by the GPH and the MILF in January 2014. It will be implemented over a period of one (1) year. The Programme interventions are elaborated below:

#### **1. Interventions to Support the Security Aspect of the Normalization Process**

*Support to the Establishment of M&E, MIS and Baselines for the Normalization Process.* The SPAN Programme will support the achievement of key objectives under two (2) Transitional Components of the Normalization Program of the CAB: Joint Normalization Committee (JNC) and Joint Peace and Security Teams (JPSTs). The JNC is created under the Annex on Normalization to coordinate the entire process of normalization. Its objective is to establish a functional system and effective mechanisms for coordinating all components of the Normalization Program. For the JNC to effectively coordinate the entire process of the Program, it is necessary that a robust Monitoring and Evaluation (M&E) System is in place. Towards this end, transparent, inclusive and accountable M&E mechanisms will be established to enable efficient tracking of immediate and long-term transformation interventions and results.

To enable the setting up of a functional system and effective mechanisms to monitor the Normalization Program, the conduct of a baseline study, and a Monitoring and Evaluation (M&E) system will be developed in accordance with indicators and results framework along the different normalization components. This will entail the rigorous development of monitoring tools and results framework, identification of data sources, as well as the capacity-building and mentoring of staff and decision-makers. The M&E system will enable effective project monitoring and decision-making at the level of the JNC and the Panels. Once the M&E system has been outlined for the entire Normalization process, the Management Information System (MIS) will likewise be developed to capture the M&E in computerized form and support the setting up of an overall MIS and sub-systems for timely and efficient monitoring of the normalization program.

*Support to Capacity-building of Normalization Mechanisms.* To strengthen the capacity of the Joint Normalization Committee (JNC) and Joint Peace and Security Committee (JPSC) to effectively perform their functions, the Programme will provide financial support for the following: joint advocacy activities in MILF base commands and communities; conduct of quarterly assessments on conduct of JNC and JPSC meetings and assessments; conduct of Security Sector workshops, and the printing of communication materials.

*Support to Capacity-building (Retooling) of Joint Peace and Security Teams (JPSTs).* Transition capacities of the Joint Peace and Security Teams (JPSTs) will also be enhanced through separate (MILF/JPST, GPH/JPST) and joint (GPH/MILF JPST) re-orientation and re-tooling training activities.

## 2. Interventions to Support the Socioeconomic Aspect of the Normalization Process

*Support to Transformation of MILF Camps to Productive and Peaceful Communities.* As part of the Normalization process, the GPH and the MILF have agreed to intensify development efforts for rehabilitation, reconstruction and development of the conflict-affected areas. In particular, socio-economic development programs are to be instituted to address the needs of Bangsamoro Islamic Armed Forces (BIAF) members, internally displaced persons (IDPs) and poverty-stricken communities in the Bangsamoro. Towards this end, GPH and MILF Parties through the Joint Task Force on Community Transformation (JTFACT) also agreed to undertake necessary measures for the transformation of the six previously acknowledged MILF camps, namely: Camps Abubakar-as-Siddique, Omar, Rajamuda, Badre, Bushra, and Bilal. The implementation of Quick Response Projects in these camps is part of the Confidence-Building and Socio-economic Components of the Normalization track of the Comprehensive Agreement on the Bangsamoro. The camps transformation program intends to transform MILF BIAF combatants from being members and fighters of military units into peaceful and productive civilian members of their communities. The JTFACT shall employ the Community-driven Development approach in program execution, to include consultations with and inputs from local stakeholders, ensuring ownership and maximizing available skills and human capital resources from the local community.

To ensure the effective transformation of MILF communities to peaceful and productive areas, the SPAN Programme will support the formulation of an Integrated Camps Development Plan, and support the conduct of social and institutional preparation activities, including training on healing and reconciliation for development workers, local social workers in communities of decommissioned combatants, so that stakeholders and institutions in target communities are better able to manage the transformation process. SPAN will also support livelihoods and the

construction of small-scale community infrastructure projects in the six previously identified MILF camps.

### 3. Interventions to Strengthen the Enabling Environment for Peace, Recovery and Development

To further strengthen the enabling environment for peace and development, the SPAN Programme will support interventions to:

- a. increase the capacities of local government units in the ARMM on peace and conflict sensitivity, strengthen local planning and development councils, and formulate conflict sensitive and peace promoting (CSPP) comprehensive development plans in ARMM communities (barangays and municipalities). Current capacities to prevent, manage and resolve conflicts in these areas are not sufficient to address vulnerabilities and key peace and development issues. While the OPAPP is currently engaged in peacebuilding initiatives in conflict-affected and-vulnerable areas, conflict prevention and peacebuilding perspectives are yet to be fully integrated in local governance mechanisms and processes. This will strengthen the policy environment to support sustained peacebuilding, promote inclusion and address inequalities, and establish a strong foundation for community resilience to armed conflict and other vulnerabilities.
- b. support the implementation of the priority peace projects identified in the development plans of identified ARMM areas. Interventions will help address continuing challenges faced by vulnerable sectors affected by armed conflict, including protection; the need for healing and reconciliation, and the need to develop capacities for conflict resolution (including for the MNLF). By pursuing these interventions in conflict-affected areas (including for the MNLF), the Programme will address the low capacity and prioritization of peacebuilding needs amongst local communities.

Key interventions include: provision of livelihood or socio-economic support that have undergone the CSPP process to include psychosocial healing sessions, continuing conversations and dialogue in the community for reconciliation, provision of support i.e. assistive devices to vulnerable sectors such as women, children, Persons with Disabilities (PWD), and IDPs.

- c. provide educational assistance to college students affected by Marawi crisis through the provision of monthly stipends over a period of one year. This is intended to help address the transitional and immediate needs of the families recovering from the Marawi crisis, specifically in the continuing college education of their children. This intervention will also contribute towards mitigating the recruitment of young people to violent extremism by providing them opportunities for education.
- d. support policy reforms and governance interventions addressing issues of injustice relative to land security, natural resources, identity and human rights
- e. promote social healing and reconciliation in the recovery/rehabilitation efforts for Marawi City

#### **D. Implementation Strategy: The National Acceleration Modality (NAM)**

The SPAN Programme will be implemented under UNDP's National Acceleration Modality (NAM). The NAM is consistent with UNDP's mandate for its presence in the Philippines, as governed by the Standard Basic Assistance Agreement (SBAA), which was duly ratified in 12 December 1977. The 1977 ratification has made the SBAA an international treaty recognized as having been incorporated as part of the law of the land, by the virtue of Section II and Article II of the Philippine Constitution. Under the SBAA, assistance "*may be made available by the UNDP to the Government upon request consisting, among others, of 'services of advisory experts and consultants', 'equipment and supplies' and 'any other form of assistance or form of execution, which may be agreed upon by the Government and UNDP.'*" (Cf. Clause 1, Article II of the SBAA).

UNDP shall assume full programmatic responsibility and financial accountability for the funds provided by the Philippine Government through the OPAPP. The UNDP Country Director will perform overall supervisory responsibilities in the performance of DIM functions, while delegating relevant administrative, technical and financial management responsibilities to the UNDP RPBU Team Leader. All major programmatic and critical operational decisions will, however, be made in coordination, full consultation and direction of the office of the Presidential Adviser on the Peace Process (PAPP), or his/her duly designated representative.

UNDP shall enter into partnerships with government agencies, civil society, private sector entities, consultants (both individuals and firms) and other parties to provide goods, services or expertise to enable the execution of specific project activities. Academic and research institutions may also be tapped to support the Project, especially in research and competency development needs. Experienced third-party service providers with relevant resources and machinery will also be engaged especially in the implementation of activities involving the construction of resilient infrastructure.

By temporarily adopting the UNDP procurement system during project implementation, the project can benefit from:

- Access to an expanded network of consulting services providers both at the national and global level;
- More streamlined and flexible processes compared to government long timelines;
- Achieving best value for money and lower cost of goods and services;
- Absorption by UNDP of all legal risks arising from the performance of procurement functions, thus freeing the Government partners from such potential cause of delays in project implementation

### ***Scope of UNDP Support Services***

With funding from the OPAPP, and in full accordance with UNDP regulations, rules, policies and procedures, UNDP will make available to OPAPP the following development and technical support services:

- Provision of demand based development support services, including, but not limited to the following:
  - Conduct of competitive selection processes for a variety of goods and services at international and national levels, as inputs to the project;
  - Physical delivery of goods to the location of OPAPP beneficiaries, including customs clearing where required, and ensuring availability of after-sales support where needed;
  - Contracting for construction of public structures;
  - Selection of conference and events venues, accommodation, catering and other related logistics support;
  - Recruitment of project personnel and engagement of consultants/experts or individual contractors;
  - Disbursement of personnel salaries and payments to vendors of goods, services and works, based on the authorization of OPAPP;
- Developing, in a structured manner, OPAPP capacities to carry out procurement, supply chain development and management, as may be requested
  - Engagement of a broad range of technical assistance / expert services where they are required, including, but not limited to defining project requirements, writing technical specifications/scope of work/terms of reference;
  - Linkages to global supplier networks;
  - Capacity assessment, capacity development plan and support; and
- Monitoring, reporting and evaluation, including
  - Timely reporting on the status of project funds (physical and financial);



- Third party monitoring of deliveries to ensure that goods are received only by intended beneficiaries.
- *Lessons Learning.* The best practices and lessons learned from the project shall be documented, and shall be used to identify innovative methods and improve on any succeeding partnership of this nature which UNDP may have with OPAPP or any other Government Agency.

A broader articulation of *Governance and Management Arrangements* is found in Section VIII of this document.

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### III. RESULTS AND PARTNERSHIPS

#### **Expected Outcome:**

The Programme is expected to achieve the following Outcome: “Enhanced capacities of stakeholders to prevent, manage and resolve conflicts, sustain peace, and promote human security and development”.

#### **Components and Expected Outputs:**

To achieve the expected Outcome, the Programme will pursue the following Outputs under three (3) components:

#### COMPONENT 1. SUPPORT TO THE IMPLEMENTATION OF THE SECURITY ASPECT OF NORMALIZATION

##### **Output 1. Baselines and systems for information management and monitoring and evaluation (M&E) established and operational**

The Joint Normalization Committee (JNC), as the mechanism mandated to coordinate the entire process of normalization, must establish a functional system and effective mechanisms for coordinating all components of the Normalization Program. In order for the JNC to effectively manage the entire process of the Program, it is necessary that a robust **Monitoring and Evaluation (M&E) System** is in place.

The setting up of the system aims to:

- Provide avenues to assess whether implementation standards are being followed (quality control of inputs, activities and processes; timeliness of delivery of programs and projects)
- Facilitate program learning and continuous improvement to promote efficiency and effectiveness;
- Inform decision-making for crafting of operational directions and policy recommendations to ensure achievement of desired results in the Normalization Process;
- Build consensus among various stakeholders regarding the delivery of commitments under the Normalization Process;
- Ensure transparency and accountability in the Normalization Process, thus, providing avenues for problem-solving and constructive engagement among various stakeholders

In order to maximize the information gathered from the implementation of the Normalization Program and ensure efficient processing of data for quick turnaround of decisions needed, a **Management Information System** for the Program will also be developed. The Information System will be composed of sub systems and modules based on the different components of the Program. It will hold the data of the Program as well as serve as a monitoring and decision making tool.

The Information System is envisioned to have the following features:

- a) Ability to hold various subsystems/ modules with individual features (with additional subsystem for Feedback and Context Monitoring)
- b) Can be accessed by various users at different levels
- c) Ability to generate history log of changes/ users activity
- d) Ability to correlate information from the various subsystems and within a subsystem
- e) Ability to generate reports/ charts/ trends
- f) Ability to import and export files and reports
- g) Ability to add/ delete sections / data fields (flexibility only for administrator)
- h) With dashboard and warning system

**Baselines** will need to be established to inform normalization interventions in target communities. A baseline study will be conducted to enable measurement of interventions for the different components of the Normalization Program (Security, Socio-economic, Transitional Justice and Reconciliation, Confidence-Building Measures).

Specifically, the baseline study/survey will:

- a) serve as benchmark which the Implementing Panels, the JNC and other mechanisms can use for making project management and policy decisions concerning the implementation of the Normalization Program;
- b) contribute to the establishment of a results-based, benefit-oriented, participatory Monitoring & Evaluation (M&E) System;
- c) establish a reference point to facilitate monitoring and comparison of targeted Bangsamoro communities.

All data to be collected for the baseline study will be disaggregated according to sectoral concerns (e.g., women, children, indigenous peoples, senior citizens, person with disability).

The data to be collected will be based on the indicators identified in the Results Framework that will be formulated in the development of the M&E System of the program. The overall research method will also be derived from the recommendation of the M&E System Developer.

## **Output 2. Strengthened capacities of Transitional Security Mechanisms to Pursue the Normalization Process**

To strengthen the capacity of the Joint Normalization Committee (JNC) and Joint Peace and Security Committee (JPSC) to effectively perform their functions, the Programme will provide financial support for the following: joint advocacy activities in MILF base commands and communities; conduct of quarterly assessments; conduct of JNC and JPSC meetings; conduct of Security Sector workshops, and the printing of communication materials.

As part of the transitional components of the Normalization program, Joint Peace and Security Teams or JPSTs (MILF;GPH,Joint) will be established in selected areas jointly identified by the GPH and the MILF. Retooling, training, re-orientation and deployment of JPSTs will be undertaken. To enable the JPSTs to effectively perform their functions, support and continuing capacity-building activities will be provided for the deployed JPSTs.

## **COMPONENT 2. SUPPORT TO THE IMPLEMENTATION OF THE SOCIOECONOMIC ASPECT OF NORMALIZATION**

As part of the Normalization process, the GPH and the MILF have agreed to intensify development efforts for rehabilitation, reconstruction and development of the conflict-affected areas. Planning for Socio-economic Programs is a crucial dimension under Confidence-building Measures in the Phase 1 of Program for Normalization in the Bangsamoro. In particular, socio-economic development programs are to be instituted to address the needs of Bangsamoro Islamic Armed Forces (BIAF) members, internally displaced persons (IDPs) and poverty-stricken communities in the Bangsamoro. Towards this end, GPH and MILF Parties through the Joint Task Force on Community Transformation (JTFACT) have agreed to undertake necessary measures for the transformation of six previously acknowledged MILF camps:

- Camp Abubakar-as-Siddique (Maguindanao)
- Camp Badre (Maguindanao)
- Camp Omar (Maguindanao)
- Camp Rajamuda (Maguindanao & North Cotabato)
- Camp Bushra (Lanao del Sur)
- Camp Bilal (Lanao del Norte)

The implementation of Quick Response Projects (QRPs) in these camps is part of the Confidence-Building and Socio-economic Components of the Normalization track of the Comprehensive Agreement on the Bangsamoro. The camps transformation program intends to transform MILF BIAF combatants from being members and fighters of military units into peaceful and productive civilian members of their communities.

### **Output 3. Enhanced Capacities of Stakeholders and Institutions in Target Communities to Manage the Transformation Process**

A key dimension to the transformation of MILF camps to peaceful and productive communities is the enhancement of capacities amongst all stakeholders to participate in and manage the transformation process. As part of the community-driven approach of the camps transformation process, various sectors, including MILF Bangsamoro Islamic Armed Forces; men, women (particularly widows), youth; IDPs, elderly and PWDs, will take active part in capacity-building, planning and implementation processes towards community transformation. Interventions will include scholarship grants for out-of-school youth and children in conflict in the Bangsamoro area.

Social preparation activities will be undertaken in the six identified MILF camps, to include social investigation, contact building and baseline data-gathering and security assessment and coordination. Coordination, consultation and orientation activities will be conducted, towards establishing community profiles and to help effectively mobilize community beneficiaries and stakeholders in the transformation process. The participation of all sectors in these activities will serve to also build capacities for camps transformation. A Comprehensive and Integrated Camps Transformation Plan will be formulated to serve as blueprint for the socioeconomic transformation of the six identified camps.

The Programme will support capacity-building/training on healing and reconciliation for development workers, local social workers in the communities of decommissioned combatants within Maguindanao, North Cotabato, Lanao del Sur and Lanao del Norte provinces.

### **Output 4. Increased Access to Basic Services through Small-scale Community Infrastructure and Agri-based Livelihoods in the Six Previously Identified MILF Camps**

As part of the goals of the Normalization process to improve the quality of life in conflict-affected areas, quick-response, small-scale community infrastructure projects will be implemented in the six priority MILF camps. The JTFCT shall employ the Community-driven Development (CDD) approach in program execution, to include consultations with and inputs from local stakeholders to ensure ownership and maximize available skills and human capital resources from the local community. It is imperative that methodologies contribute significantly to the end goal of activating local economic activities to include the creation of stable sources of income and livelihood for all the inhabitants in the Bangsamoro. The program shall also secure stronger participation from the non-Moro indigenous peoples (IPs) especially those who claims ancestry to some portions of the major camps. This will ensure inclusivity and broad participation in community-building.

To achieve this Output, the SPAN Programme will support the implementation of small-scale community infrastructure, including construction of water systems; solar dryers; hanging bridges; box culverts; coco grills, and solar-powered water systems, as previously identified and agreed upon by the JTFCTs in November 2015.

Towards enabling farmers to improve their physical assets and pursue sustainable livelihoods, the Programme will provide socio-economic livelihoods support, particularly through the provision of high-value crops and animal dispersal in the following areas: Brgy Tubig Basag, Bongao, Tawitawi; Brgy Bud Seit, Panamao, Sulu; Brgy Magkawa, Al-Barka, Basilan and Brgy Sandab, Butig, Lanao del Sur.

The Bangsamoro Development Agency (BDA) will be the main partner in the implementation of the CDD approach under Outputs 3 and 4. It is expected to provide a team of engineers, including community development workers, who will produce pre-construction work documents to ensure meaningful and substantial social preparation and institutional strengthening in the community. The Bangsamoro Leadership and Management Institute (BLMI) and other peace and development partners will also be tapped for soft projects such as capacity development, among others. The JTFCT Secretariat shall closely coordinate with respective units, monitor the implementation flow, and report periodic assessments to the JTFCT and the Panels. It will perform further technical functions include documentation and research, liaison, and evaluation. Overall, collaborating units and mechanisms for the implementation of this component are the GPH-MILF Implementing Panels, JTFCT, OPAPP, BDA, and BLMI.

### COMPONENT 3. STRENGTHENING THE ENABLING ENVIRONMENT FOR PEACE, RECOVERY AND DEVELOPMENT

Part of the Government's 6-point peace and development agenda is the building of a culture of peace and conflict sensitivity, and the implementation of interventions to enable the development of conflict-affected areas. Towards this end, the government's PAMANA programme aims to deliver on peace-promoting catch-up development in these areas while contributing to the building of a culture of peace. This will strengthen the enabling environment for sustainable peace, recovery and development, especially amongst local stakeholders in conflict-affected areas.

Towards strengthening this enabling environment, the SPAN Programme will implement elements of PAMANA in conflict-affected areas of the Bangsamoro by pursuing the following Outputs:

#### **Output 5. Enhanced Capacities of Local Stakeholders for Conflict-Sensitive and Peace-Promoting (CSPP) Governance**

*Capacity-building for LGUs.* The SPAN Programme will address the low capacity of local government units on peacebuilding and conflict sensitivity by implementing the OPAPP's PeaceBuild Project. It will assist in the formulation of conflict sensitive and peace promoting (CSPP) comprehensive local development plans, enhancing the linkages to development plans and budgets of LGUs so that they may be able to more effectively address the needs of their constituents. The Programme will develop the capacity of individual project implementors in the peace and development planning process to increase their sensitivity to the issues of gender, conflict, environment, culture, rights and disaster risk reduction-climate change. At the level of institutions, the project intends to enhance the planning systems and processes of LGUs to be more integrated, participatory and sensitive to peace and conflict issues and dynamics. At the community level, the project seeks to enhance the capacities of the people to be engaged in development processes and be able to articulate their needs and address their issues and concerns.

To achieve this Output, an integrated, participatory and bottom-up approach will be pursued. For the capacity-building interventions, adult learning with a combination of input, table exercises and practicum will be utilized. The practicum stage will involve coaching and mentoring activities.

All five (5) provinces of ARMM will benefit from capacity-building interventions. Priority municipalities of OPAPP's ERR Program in Lanao del Sur as well as selected municipalities in Maguindanao, Basilan, Sulu and Tawi-Tawi will comprise the geographic focus under this Output. Municipalities in these provinces will be identified by their respective Provincial Governments; these municipalities in turn will select the priority barangays. Identification of pilot municipalities and priority barangays will be based on a set of criteria/parameters to be developed by OPAPP.

Capacity-building activities will target the local chief executives (LCEs) at all levels. For the municipalities, the project will engage the priority local structures (i.e. planning councils). On the other hand, at the barangay level, formal and non-formal/traditional leaders will be part of the project. It is expected that at the end of the project, the LGUs of the five (5) provinces with their pilot municipalities and priority barangays have been capacitated on the CSPP local development planning process and have increased sensitivity on gender, conflict, environment, culture and rights.

The following will be engaged as partners to achieve this Output:

- Ateneo de Davao University (ADDU) as the main partner for the roll-out of facilitators and trainers training on CSPP Planning
- Consortium to be led by ADDU and composed of WMSU for BASULTA, MSU System (IIT or Marawi) for Lanao del Sur, Norte Dame of Cotabato for Maguindanao.
- PLGUs for the conduct of local workshops
- DILG (National) and ARMM
- CSPP Practitioners as resource persons and/or coaches/mentors
- development partners for technical assistance such as GIZ, UNDP, AECID

*Capacity-building for PAMANA implementing agencies and CSOs.* Aside from LGUs, the SPAN Programme will likewise support capacity-building for CSOs and PAMANA partner implementing agencies in the regional level through provision of trainings on conflict sensitivity and peace promotion (CSPP) to better mainstream its principles in local processes, mechanisms and systems. The training activities will be specifically designed to better equip peace and development workers engaged in the communities in conflict analysis and conflict management. Support will also be provided to social preparation for policy dialogue and in addressing policy issues and concerns affecting conflict-affected and vulnerable communities.

### **Output 6. Increased Access of Vulnerable Sectors to Critical Social Services**

The SPAN Programme will implement activities and services under OPAPP's *Welfare Assistance for Vulnerable Entities (WAVE)* project, to respond to the needs of vulnerable sectors in conflict-affected areas, in support of the implementation of the priority peace projects identified in the development plans under Output 5 above. Continuing challenges faced by vulnerable sectors affected by armed conflict will be addressed, including protection; the need for healing and reconciliation, and the need to develop capacities for conflict resolution (including for the MNLF). By pursuing these interventions in conflict-affected areas, the Programme will address the low capacity and prioritization of peacebuilding needs amongst local communities.

Key interventions under this Output include: provision of livelihood or socio-economic support to individuals that have undergone the CSPP process to include psychosocial healing sessions; continuing conversations and dialogue in the community for reconciliation, and provision of support i.e. assistive devices to vulnerable sectors such as women, children, persons with disabilities (PWD), and Internally Displaced Persons (IDPs). The Programme will also provide financial assistance to support the educational needs of youth from families affected by the Marawi crisis.

The approach in pursuing this Output includes: a) anchoring the identification of the priority peace projects to results from Outcome 5 above b) providing a platform and process for healing and reconciliation to individuals or groups affected by armed conflict such as the MNLF c) adoption of conflict-sensitive and peace-promoting principles and processes in the implementation of priority peace projects. The entire community of target barangays will benefit from the priority peace projects, with special focus on vulnerable sectors such as orphans, widows, PWDs, out-of-school youth affected by armed conflict. At the level of institutions, support will be provided to local governance in addressing horizontal conflicts, including provision of avenues to settle and heal ongoing conflicts.

The project will target all provinces, municipalities and priority barangays that are pilot practicum areas identified under Output 5 above. Other barangays to be covered shall be determined based on the criteria/parameters set by OPAPP.

It is expected that interventions under this Output will result in the establishment and operationalization of conflict-resolution mechanisms; access of vulnerable sectors to critical services (i.e. assistive devices); and creation of sustainable and conflict-sensitive and peace-promoting livelihoods.

Livelihood interventions will be implemented through the LGUs as these will be tied up with the results of the formulated CSPP local development plans. RIDO Incorporated will be engaged for

conflict-resolution component and MEDNET and BALAY Rehabilitation Center for psychosocial healing sessions. Other peace experts will be engaged to provide technical support in the implementation of activities.

*Educational support to students affected by the Marawi crisis.* Among the most vulnerable sectors in the Mindanao conflict context at present are the families affected by the Marawi crisis. Aside from lost and damaged homes and properties, lost incomes have adversely affected the ability of families to adequately support the educational needs of their children. To help address the transitional and immediate needs of the families recovering from the Marawi crisis, educational support will be provided to selected college students affected by the crisis. This intervention will also contribute towards mitigating the recruitment of young people to violent extremism by assisting them to pursue their education.

To support the neediest of the students recovering from the Marawi crisis, the *College Educational Assistance Program (CEAP)* will be implemented. Cash assistance amounting to PhP 24,000 per student will be provided over a period of for 12 months to select students on a monthly basis. All recipients of the cash assistance must undergo a personal development and peace formation program which will also help the project track the progress of the students and provide capacities on peace and leadership. Students who are residents of Marawi who are either enrolled within or outside the city are qualified to avail of the assistance.

At the end of the project, it is expected that seven hundred twenty-nine (729) students will have been provided with cash assistance and completed the personal development and peace formation program.

The Programme will partner with the Mindanao State University (MSU) or other state universities/colleges in the provision of cash assistance to the selected students. For students not enrolled in any MSU campus, a CSO will be selected to assist. The formation program will be rolled-out by OPAPP in partnership with local CSOs (to be identified).

#### COMPONENT 4. SOCIAL HEALING AND PEACEBUILDING PROGRAMME FOR MARAWI

##### **Output 7: Recovery and rehabilitation of Marawi City is strengthened through peacebuilding, social healing and reconciliation**

The rebuilding of Marawi requires not just physical reconstruction, but the repair of damaged relationships and weakened social cohesion, the restoration of trust and confidence amongst groups, and the healing of psychosocial wounds. It requires no less than a whole-of-government approach that will build long-term peace and stability integral to the recovery process, while restoring trust and confidence between government and its citizens, as well as among groups and individuals.

*Implementing OPAPP's Social Healing and Peacebuilding Programme.* The SPAN Programme will contribute to the comprehensive approach in rebuilding Marawi through implementation of OPAPP's Social Healing and Peacebuilding Programme, which aims to: promote healing, reconciliation, and bridging of social divides; mainstream conflict sensitive and peace promoting approaches in recovery and reconstruction efforts; and address emerging issues and concerns from the impact of the conflict including preventing and countering violent extremism and the protection of the rights of internally displaced people, women, children, and other vulnerable sectors. This approach will demonstrate to other government agencies and partners the value of observing conflict sensitivity for programs implemented in the conflict context.

The social healing and peacebuilding program will extend capacity building support to other agencies and partners on CSPP following existing frameworks and approaches like Peace and Conflict Impact Assessment, Do No Harm, and Total Schools Approach to peace education. Transitional livelihood interventions shall also be implemented to help IDPs prepare for the eventual return to their places of origin. A special component on countering/preventing violent extremism will also be undertaken to counter the narrative espousing the use of violence in

advancing their interests that has been introduced to local communities especially among the youth.

Specific activities towards achieving this Output include social healing and peacebuilding needs assessment and planning; social healing and peacebuilding interventions; CSPP Programs Mainstreaming; capacity-building on countering / preventing violent extremism, and provision of transitional socioeconomic support for IDPs and vulnerable groups.

### **Partnerships**

Overall, UNDP will partner with, but will not be limited to the following in the implementation of this Programme: OPAPP; local government units; government agencies; area-based CSOs and POs; former combatants; security sector; women's organizations; youth organizations; state universities and colleges/academic institutions; religious leaders/organizations; media; private sector; peace advocacy groups, and other peace and development partners.

### **Stakeholder Engagement**

The primary target groups are former combatants and their communities; LGUs and other local stakeholders; academic institutions; students and vulnerable groups such as PWDs and IDPs among others. Additional specific partnerships may be established in the course of project implementation. Multisectoral, multi-level stakeholder engagement will be sustained throughout project implementation. Women, youth, marginalized sectors, including IPs, will be engaged in various activities and in the delivery of all project outputs. Women will constitute at least one-fifth to one-third of the participants in all training and capacity building exercises, and in dialogue sessions.

### **Assumptions and Risks**

The key assumption in pursuing the SPAN Programme is that Government and all stakeholders will remain committed to the peaceful resolution of conflicts as well as to the protection and development of conflict affected communities. It is assumed that the Government's 6-point agenda for peace and development will remain in place and will continue to be pursued by Government and its partners. There is a medium risk that parts of the peace agenda may not be effectively pursued, causing dissatisfaction amongst groups and a possible recurrence of armed conflict. Armed groups may also engage in violent actions that may derail progress in the peace process. The risk can be mitigated through continuing assessment of the peace and security situation by the project team, and appropriate policy-level action by the Programme Board to ensure peaceful responses to potential conflict.

It is also assumed that the MILF leadership and members will remain committed to partner with Government in the implementation of the CAB, and particularly its Normalization Annex. There is a medium risk that this commitment may be diminished by delayed implementation of aspects of Normalization, which may be perceived by the MILF as a lack of sincerity on the Government's part to implement the CAB. This may spur violence and instability in MILF communities, and may trigger radicalization especially amongst the youth, further leading to adherence to the narrative of violent extremism. The risk may be mitigated by accelerating Government's delivery on commitments relative to the Normalization process, and continuing consultations and dialogues between the GPH and the MILF.

It is likewise assumed that local government units will be open to taking the lead in peacebuilding and development, as well as in acquiring, using and sharing skills and tools for effective governance as an essential element of conflict transformation. The cooperation and active involvement of key government agencies and instrumentalities in the implementation is also assumed. There is a risk that inefficiency, lack of accountability and transparency, and lack of understanding and appreciation of local peace and conflict dynamics will hamper Programme efforts to enable LGUs to take the lead in peacebuilding and development. The risk can be mitigated through continuing capacity-development amongst LGUs and partner line agencies to strengthen accountability, transparency, and perspectives and skills on CSPP governance.

It is also assumed that local groups, including CSOs, POs, religious leaders, academic institutions and the media, among others, will be open to take part in the Programme's activities and interventions. There is a medium risk that differences in political perspectives, and reluctance to fully engage in the Government's peace initiatives, may hamper the delivery of Programme interventions. This may be mitigated through continuing advocacy and IEC campaigns on the Government's peace and development agenda, and the conduct of regular consultations and dialogues amongst groups.

A broader presentation of assumptions and risks is found in the attached *Risk Log*.

### **South-South and Triangular Cooperation (SSC/TrC)**

The SPAN Programme will not entail formal South-South or Triangular Cooperation, but technical expertise and lessons learned will be sought as may be needed from national and global experiences on normalization, combatant transformation, conflict transformation, peacebuilding and resilience to better inform the Philippines' own efforts.

### **Knowledge**

The Project will document good practice and lessons learned in the course of project implementation. It will produce baselines; M&E system; MIS; and multimedia products. It will support symposia and public discussions to build knowledge and better inform the public on key peace and conflict issues and concerns.

### **Sustainability and Scaling Up**

At the end of the programme implementation period, capacities, systems and mechanisms will have been put in place to ensure sustainability of the Normalization process. Baselines, M&E and MIS systems will inform continuing efforts to implement the CAB. Mechanisms, skills and knowledge on conflict prevention and peacebuilding which will be developed by the Programme will have been put in place amongst local government units and local stakeholders, who will lead in sustaining the momentum for CSPP governance. Aside from these, Programme sustainability will also draw from other institutional infrastructures that may be created in the course of Programme implementation, such as local dialogue and consultation structures, government partnerships with former combatants and civil society and peacebuilding networks.

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## **IV. PROJECT MANAGEMENT**

To ensure that programme results are achieved, a Project Management Office (PMO) will be established within UNDP under the direct supervision and guidance of the RPB Team Leader, to oversee the day to day operations of this Project following UNDP Programme and Operations Policies and Procedures. A UNDP contracted Project Manager will lead the PMO and will be responsible for the overall management of project activities including, but not limited to the following:

- a) Provide advisory or technical inputs in the implementation of the project
- b) Prepare the Annual Work and Financial Plans with reference to the Project Results Framework/Theory of Change
- c) Manage, certify, and report financial disbursements based on approved work plan and payment schedule
- d) Manage programme assets
- e) Monitor, report, and evaluate outputs and accomplishments towards the achievement of outcomes
- f) Ensure the effective, efficient and timely implementation of activities
- g) Raise programme advocacy and visibility and maintain coordination with relevant stakeholders
- g) Provide support services to the project with regard to procurement, subcontracting and outsourcing of services.



Results Framework<sup>7</sup>

<b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b> By 2018, capacities of-claimholders and duty bearers will have been strengthened to promote human rights, inclusivity, integrity and the rule of law in governance (UNDAF)							
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b>							
<b>Applicable Output(s) from the UNDP Strategic Plan: SP Output 5.5: Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions</b>							
<b>Project title and Atlas Project Number: SUPPORT TO PEACEBUILDING AND NORMALIZATION (SPAN) PROGRAMME</b>							
EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>8</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	1 <sup>st</sup> Semester 2018	2 <sup>nd</sup> Semester 2018 (Final)	
Output 1 Baselines and systems for information management and monitoring and evaluation (M&E) established and operational	1.1 Baseline studies conducted in 5 control areas and 5 treatment areas, as agreed upon by GPH and MILF	Accomplishment Reports, OPAPP	Partially--Parties have agreed to the development of baselines, IS and M&E systems for the normalization process	2017	Partially--baseline studies conducted in 70% of control and treatment areas	Largely--baselines completed; inform IS and M&E development	
	1.2 Information System for entire Normalization Programme established,	Accomplish	Partially--Parties have agreed to	2017	Partially--Information System designed,	Largely--90% of IS and M&E systems	

<sup>7</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>8</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.

	including subsystems and modules corresponding to components of Normalization Programme	ment reports, OPAPP	the development of baselines, IS and M&E systems for the normalization process		including corresponding subsystems and modules per Normalization component	in place and operational	
	<b>1.3</b> One comprehensive M&E System for Normalization Programme	Accomplish ment reports, OPAPP	Partially--Parties have agreed to the development of baselines, IS and M&E systems for the normalization process	2017	Partially--60%of M&E System developed	Largely--90% of IS and M&E systems in place and operational	
<b>Output 2</b> Strengthened capacities of transitional security mechanisms to pursue the Normalization process	<b>2.1</b> Number of JNC/JPSC meetings, joint advocacy activities, assessments, security sector workshops, communication materials	JNC/ JPASC Accomplish ment reports; OPAPP	Partially--Parties have established JNC/JPSC	2017	Partially--50% of JNC/JPSC activities completed	Largely--100% of JNC/JPSC activities completed	
	<b>2.2</b> Number of JPST-MILF members who have completed internal retooling activities	JPST Accomplish ment reports	Partially--Parties have agreed to the establishment of JPSTs	2017	Partially--50% of JPST-MILF members have completed internal retooling activities	Largely--100% of JPST-MILF members have completed internal retooling activities	
	<b>2.3</b> Number of JPST-GPH personnel who have completed internal retooling activities	JPST Accomplish ment reports	-same above-	2017	Partially--50% of JPST-GPH personnel have completed internal retooling activities	Largely--100% of JPST-GPH personnel have completed internal retooling activities	
	<b>2.4</b> Number of JPST(MILF-GPH) training activities	JPST Accomplish ment reports	-same above-	2017	Partially--50% of JPST-(MILF-GPH) training activities completed	Largely--100% of JPST-(MILF-GPH) training activities completed	
	<b>2.5</b> Number of JPSTs deployed and functioning	JTFCT Accomplish ment reports	-same above-	2017	Partially--50% of JPSTs deployed	Largely--100% of JPSTs deployed	
	<b>2.6</b> Number of meetings/workshops, related activities of the Independent Decommissioning Body (IDB)	Accomplish ment reports, OPAPP	Partially--Parties have agreed to the	2017	Partially--50% of target meetings/workshops and related activities supported	Largely--100% of target meetings/workshoa	

			establishment of the IDB			nd related activities supported	
<b>Output 3</b> Enhanced capacities of stakeholders and institutions in target communities to manage their transformation Process	<b>3.1</b> Number of dialogue and consultation platforms established for transformation process of six (6) previously identified MILF camps	JTFCT Accomplishment reports	Partially--Parties have agreed to transformation of the six (6) MILF camps	2017	Partially—50% of dialogue processes and platforms established	Largely—100% of target dialogue platforms established and operational	
	<b>3.2</b> Number of women, youth and vulnerable sectors participating in consultation and planning processes	JTFCT Accomplishment reports	-same above-	2017	Partially—50% of target # of vulnerable sectors participating in consultation and planning processes	Largely—100% of target # of vulnerable sectors actively participating in community planning processes	
	<b>3.3</b> Socioeconomic baselines, community profiles and security assessments established for 6 priority camps	JTFCT Accomplishment reports	-same above-	2017	Largely – Community profiles, baselines and security assessments completed and inform Programme interventions	Largely-- Community profiles, baselines and security assessments inform Programme interventions	
	<b>3.4</b> Six (6) camp-specific Camp Transformation Plans	JTFCT Accomplishment reports	-same above-	2017	Partially— All 6 camps have completed consultation processes and have draft Camp Transformation Plans	Largely—all 6 camps have final versions Camp Transformation Plans	
	<b>3.5</b> One (1) Comprehensive and Integrated Camps Transformation Plan	JTFCT Accomplishment reports	-same above-	2017	Partially—Joint consultation/drafting processes amongst 6 camps to produce draft Comprehensive and Integrated Camp Transformation Plan	Largely—One Comprehensive and Integrated Camp Transformation Plan finalized/completed	
	<b>3.6</b> Number of IEC Materials and Knowledge Products	JTFCT Accomplishment reports	-same above-	2017	Partially—50% of planned IEC materials and knowledge products developed and circulated	Largely—100% of planned IEC materials and knowledge products developed and circulated	
	<b>3.7</b> Number of out-of-school youth provided with scholarships	JTFCT Accomplishment reports	-same above-	2017	Partially—50% of target out-of-school youth	Largely—100% of target out-of-school	

		ment reports			provided scholarships with	youth provided with scholarships	
	3.8 Number of development workers and local social workers trained on social healing and reconciliation	JTFCT Accomplishment reports	-same above-	2017	Partially—50% of target number of development workers and local social workers trained on social healing and reconciliation	Largely—100% of target number of development workers and local social workers trained on social healing and reconciliation	
<b>Output 4</b> Increased access to basic services through small-scale community infrastructure and agri-based livelihoods in the six previously identified MILF camps	4.1 Number of small-scale community infrastructure constructed and operational in six (6) previously acknowledged MILF camps (water systems; solar dryers; hanging bridges; others, e.g box culvert; coco grill)	JTFCT Accomplishment reports	Partially--Parties have agreed to implementation of specific socioeconomic interventions in the 6 MILFcamps	2017	Partially—40% of target small-scale community infrastructure constructed	Largely—100% of target small-scale community infrastructure constructed	
	4.2 Number of agri-based livelihoods interventions in the 6 camps	Accomplishment reports; OPAPP	Partially—limited agri-based livelihoods provided in the six priority MILF camps	2017	Partially—40% of target agri-based livelihoods implemented	Largely—100% of target agri-based livelihoods interventions implemented	
<b>Output 5</b> Enhanced Capacities of local stakeholders for Conflict-Sensitive and Peace-Promoting (CSPP) Governance	5.1 Number of LGUs with conflict-sensitive and peace-promoting (CSPP) plans and policies	Accomplishment reports; OPAPP	Partially—limited number of LGUs with CSPP plans and policies	2017	Partially—40% of target LGUs have CSPP plans and policies	Largely—100% of target LGUs have CSPP plans and policies	
	5.2 Number of local officials and personnel trained on CSPP governance	Accomplishment reports; OPAPP	Partially—limited number of local officials and personnel trained on CSPP governance	2017	Partially—50% of target # of local officials and personnel trained on CSPP governance	Largely—100% of target # of local officials and personnel trained on CSPP governance	
	5.3 Number of individuals from CSOs, NGOs and other local groups trained on CSPP governance	Accomplishment reports; OPAPP	Partially—CSPP training provided to limited number	2017	Partially—50% of target # of individuals from local CSOs, NGOs and	Largely—100% of target # of individuals from local CSOs, NGOs	

			of LGUs and CSOs		other groups trained on CSPP governance	and other groups trained on CSPP governance	
<b>Output 6</b> Increased Access of Vulnerable Sectors to Critical Social Services	<b>6.1</b> Number of individuals provided with livelihood opportunities	Accomplishment reports; OPAPP	Partially---limited social services and livelihood opportunities provided to conflict-affected areas/sectors	2017	Partially---50% of target # of individuals provided with livelihood opportunities	Largely---100% of target # of individuals provided with livelihood opportunities	
	<b>6.2</b> Number of disadvantaged individuals (e.g persons with disabilities)and elderly) provided with assistive devices	Accomplishment reports; OPAPP	Partially---limited # of disadvantaged individuals provided with assistive devices	2017	Partially---50% of target # of individuals provided with assistive devices	Largely---100% of target # of individuals provided with assistive devices	
	<b>6.3</b> Number of disadvantaged individuals (youth, widows, former combatants) provided with healing and psychosocial interventions	Accomplishment reports; OPAPP	Partially---limited # of disadvantaged individuals provided with healing and psychosocial interventions	2017	Partially---50% of target # of individuals provided with healing and psychosocial interventions	Largely---100% of target # of individuals provided with healing and psychosocial interventions	
	<b>6.4</b> Number of platforms for dialogue and mechanisms established for healing and reconciliation	Accomplishment reports; OPAPP		2017	Partially---50% of target # of dialogue and healing and reconciliation platforms and mechanisms	Largely---100% of target # of dialogue and healing and reconciliation platforms and mechanisms	
	<b>6.5</b> Number of students affected by the Marawi crisis provided with financial assistance for education	Accomplishment reports; OPAPP	Partially---limited number of students from Marawi provided with financial assistance	2017	Partially---50% of target # of Marawi students provided with educational financial assistance	Largely---100% of target # of Marawi students provided with educational financial assistance	

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## V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the SPAN Programme will be monitored through the following:

Within the annual cycle:

- **Track Progress.** Following the frequency cited in the annual work plan's monitoring plan, progress data against the results indicators will be collected and analyzed to assess the progress of the project in achieving the agreed outputs. National data sources should be used whenever possible. Slower than expected progress will be addressed by the project management. Beneficiary feedback will be part of regular data collection and performance assessment. On a quarterly basis, technical and financial progress reports (Quarter Progress Report – QPR) will be submitted by the Project Manager.
- **Monitor and Manage Risk.** Based on the initial risk analysis submitted with the annual work plan, a risk log shall be actively maintained and updated quarterly, including by reviewing the external environment that may affect the project implementation. Risk management actions will be identified and monitored using a risk log. This includes monitoring social and environmental management 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.
- **Adaptive Management and Learning.** The results and resources framework will provide the project management with regular information on the project status. In addition, regular feedback will come from the Project Board. Collectively, this feedback will enable the project management to continuously learn lessons and modify approaches and strategies, and to overcome challenges and exploit opportunities.
- **Evaluations.** Evaluations shall be conducted in accordance with the evaluation plan. Knowledge, good practices and lessons should be captured and shared, as well as actively sourced from other projects and partners, and integrated back into the project. If a project evaluation is required (e.g., when mandated by partnership principles, or due to the complexity or innovative aspects of the project), it should be conducted in accordance with the project's evaluation plan.
- **Review and Make Course Corrections.** The project management will review the data and evidence collected (through all of the above) on a regular basis within the annual cycle, and make course corrections as needed. The frequency of review depends on the needs of the project, but an internal review of the available progress data against the results indicators is required at least quarterly. Any significant course corrections that require a decision by the Project Board should be raised at the next Project Board meeting.
- **Annual Project Quality Rating.** On an annual basis and at the end of the project, the quality of the project will be rated by the QA Assessor against the quality criteria identified in UNDP's Project Quality Assurance System. Any quality concerns flagged by the process must be addressed by project management.
- **Annual Project Review and Report.** A project review at least once per year to assess the performance of the project and appraise the Annual Work Plan for the following year will be done. An annual report will be presented to the Programme Board for the review, 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 log with mitigation measures, and any evaluation or review reports prepared over the period. Any quality concerns or slower than expected progress should be discussed by the project and management actions agreed to address the issues identified. This review is driven by the Project Board and may involve other stakeholders as required.

### **Audit and External Evaluation**

The project will be subject to at least one external management audit in accordance with established UNDP regulations.

The project will also be subject to at least one independent evaluation, i.e. mid-term review, to be conducted by an external team to assess progress on outputs/outcomes and identify areas for strategic, budgetary, or programmatic adjustments if necessary.

### **At Project Completion**

The project's Terminal or Project Completion Report (PCR) that will sum up the level of the project's accomplishments in meeting its objectives, outcomes and outputs. The PCR will also highlight the breakthroughs and innovative contributions of the project in the field of coordination system development which are worth replicating in similar projects to be undertaken in other countries. It will also set out the strategies to efficiently managing resources;

Results from the project will be disseminated within and beyond the project intervention through information sharing networks and/or through publications. For publications, proper acknowledgement to UNDP for providing funding will be ensured.

### **Adaptive Management and Project Revisions**

The results and resources framework will provide the project management with regular information on the project status. In addition, regular feedback will come from the Project Board. Collectively, this feedback will enable the project management to continuously learn lessons and modify approaches and strategies, and to overcome challenges and exploit opportunities.

Budget revisions/amendments to the contract will be done through a formal exchange of letters between UNDP and the Implementing Partner along with a revised Work and Financial Plan.

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

#### **Monitoring Plan**

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action</b>	<b>Partners (if joint)</b>	<b>Cost (if any)</b>
<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	Quarterly, or in the frequency required for	Slower than expected progress will be addressed by project management.		

	project in achieving the agreed outputs.	each indicator.			
<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 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.	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 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.		
<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.		
<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.		
<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 log with mitigation measures, and any evaluation or	Annually, and at the end of the project (final report)			



	review reports prepared over the period.				
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the 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.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

#### Evaluation Plan<sup>9</sup>

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation						

<sup>9</sup> Optional, if needed

VI. MULTI-YEAR WORK PLAN <sup>1011</sup>

**NOTE:** This is a provisional workplan. Detailed activities, amounts, project partners and implementation timeframes will be established, or may be modified or revised per discussion and agreement between OPAPP and UNDP at the SPAN Programme Inception Workshop.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	In Php	In USD (Exrate Dec 50.227)
<b>COMPONENT 1. SUPPORT TO THE IMPLEMENTATION OF THE SECURITY ASPECT OF NORMALIZATION</b>										
<b>Output 1</b>  Baselines and systems for information, management and monitoring and evaluation (M&E) established and operational	Development of M&E System for the Normalization Program	x	x	x	x	OPAPP, UNDP, Implementing Panels (GPH & MILF), JNC, JPSC, JTFCT, TFDCC	GPH	72100 - Contractual Services 71300 - Local Consultants 74500 - Meeting cost 71600 - Travel	33,300,000.00  1,100,000.00 1,210,000.00 890,000.00	\$662,990.03  \$21,900.57 \$24,090.63 \$17,719.55
	Development of Information System for the Normalization Program	x	x	x	x	OPAPP, UNDP, Implementing Panels (GPH & MILF), JNC, JPSC, JTFCT, TFDCC	GPH			
	Baseline Studies conducted in 5 control and 5 treatment areas	x				UPLB Foundation, Inc., BDA, OPAPP, UNDP	GPH			
<b>Sub-Total for Output 1</b>								<b>36,500,000.00</b>	<b>\$726,700.78</b>	
<b>Output 2</b>  Strengthened capacities of Transitional Security Mechanisms to Pursue the	Provision of office and communication equipment support to JPSTs	x	x	x	x	GPH, MILF, OPAPP, UNDP	GPH	72100 - Contractual services 76100 - Grant 71300 - Local Consultants 71600 - travels	92,168,991.00  35,491,026.55 8,836,000.00 436,000.00 26,788,420.00	\$1,835,048.70  \$706,612.51 \$175,921.32 \$8,680.59
	Conduct of Joint advocacy, assessment in MILF	x	x	x	x	GPH, MILF, OPAPP, UNDP	GPH			

<sup>10</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>11</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 by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	In Php	In USD (Exrate Dec 50.227)
Normalization Process	base commands and communities							75700 - Learning Cost 74200 - awareness materials	2,688,200.00	\$533,347.00
	At least twelve (12) JNC and JPSC meetings conducted	x	x	x	x	GPH, MILF, OPAPP, UNDP	GPH	72800 - Office equipment 72400 - Security Communication Equipment	1,683,205.00 250,000.00	\$53,521.01
	At least two (2) security sector workshops conducted	x	x	x	x	GPH, MILF, OPAPP, UNDP	GPH	72500 - supplies	1,258,080.00	\$33,511.96 \$4,977.40
	Production of IEC Materials	x	x	x	x	GPH, MILF, OPAPP, UNDP	GPH			
	Internal JPST-MILF Retooling activities conducted for at least 450 BIAF-MILF	x	x	x	x	GPH, MILF, OPAPP, UNDP	GPH			\$25,047.88
	Internal JPST-GPH Retooling activities conducted for least six (6) batches of AFP and PNP	x	x	x	x	GPH, MILF, OPAPP, UNDP	GPH			
	Training conducted for at least 900 members participants from the Joint Peace and Security Teams (JPSTs)	x	x	x	x	GPH, MILF, OPAPP, UNDP	GPH			
	Deployment of at least thirty (30) JPSTs over 10 months	x	x	x	x	GPH, MILF, OPAPP, UNDP	GPH			
	Provision of operational support for the Independent	x	x	x	x	GPH, MILF, OPAPP, UNDP				

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	In Php	In USD (Exrate Dec 50.227)
	Decommissioning Body									
<b>Sub-Total for Output 2</b>								<b>169,599,922.55</b>	<b>\$3,376,668.38</b>	
<b>Total for Component 1</b>								<b>206,099,922.55</b>	<b>\$4,103,369.16</b>	
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	In Php	In USD (Exrate Dec 50.227)
<b>COMPONENT 2. SUPPORT TO THE IMPLEMENTATION OF THE SOCIOECONOMIC ASPECT OF NORMALIZATION</b>										
<b>Output 3</b> <b>Enhanced Capacities of Stakeholders and Institutions in Target Communities to Manage the Transformation Process</b>	Formulation of the Comprehensive and Integrated Camps Transformation Plan	x	x	x	x	OPAPP, UNDP, BAYAN Academy	GPH	76100 - Grants 71400 - Local consultants 71600 - Travel	12,500,000.00 1,286,890.00 664,078.00 12,981,232.00	\$248,870.13 \$25,621.48
	Training on Healing and Reconciliation for Development Workers, Local Social Workers in communities of Decommissioned Combatants in four (4) provinces	x	x	x	x	OPAPP, UNDP, TFDCC	GPH	75700 - Learning Cost 74200 - awareness materials	1,800,000.00	\$13,221.53 \$258,451.27 \$35,837.30
	Dialogues, consultations and capacity-building activities for the community transformation process; development of community	x	x	x	x	OPAPP, UNDP, NGOs, CSOs	GPH			

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	In Php	In USD (Exrate Dec 50.227)
	socioeconomic and security profiles and IEC materials									
	Provision of Scholarship grants for out-of-school youth and children in conflict	x	x	x	x	OPAPP, UNDP, NGOs, CSOs	GPH			
							GPH			
<b>Sub-Total for Output 3</b>								<b>29,232,200.00</b>	<b>\$582,001.71</b>	
<b>Output 4</b> <b>Increased Access to Basic Services through Small-scale Community Infrastructure and Agri-based Livelihoods in the Six Previously Identified MILF Camps</b>	Provision of 597 solar-powered facilities in households and communal facilities in the 6 priority camps	x	x	x	x	OPAPP, UNDP, Equator Energy Corporation,	GPH	72100 - Contractual Services 76100 - Grants 71400 - Local consultants 71600 - Travel 74500 - Meetings	68,365,438.00 7,023,200.00 3,000,000.00 1,800,000.00 1,200,000.00	\$1,361,129.23  \$139,829.18 \$59,728.83 \$35,837.30 \$23,891.53
	Implementation of Quick Response Projects; Construction of water systems; solar dryers; hanging bridges; box culvert; coco grill	x	x	x	x					
	Engagement of (6) Engineer(s) to provide pre-construction work for the engineering	x	x	x	x	OPAPP, UNDP, BDA	GPH			

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	In Php	In USD (Exrate Dec 50.227)
	requirements of the QRP implementation									
	Conduct of social preparation for six (6) MILF Camps	x	x	x	x	OPAPP, UNDP, BDA	GPH			
							GPH			
							GPH			
<b>Sub-Total for Output 4</b>								<b>81,388,638.00</b>	<b>\$1,620,416.07</b>	
<b>Total for Component 2</b>								<b>110,620,838.00</b>	<b>\$2,202,417.78</b>	
<b>COMPONENT 3. STRENGTHENING THE ENABLING ENVIRONMENT FOR PEACE, RECOVERY AND DEVELOPMENT</b>										
<b>Output 5</b> <b>Enhanced Capacities of Local Stakeholders for Conflict-Sensitive and Peace-Promoting (CSPP) Governance</b>	Conduct of least five (5) workshops/trainers training on CSPP Planning in 5 Provinces	x	x	x	x	Ateneo de Davao University (ADDU), WMSU for BASULTA, MSU System (IIT or Marawi) for Lanao del Sur, Norte Dame of Cotabato for Maguindanao.	GPH	72100 - Contractual Services 75700 - Learning Cost 71400 - Local Consultant 71600 - Travel 74200 - Printing and Publications	59,160,000.00 5,580,000.00 2,415,000.00 1,745,000.00 850,000.00	\$1,177,852.55 \$111,095.63 \$48,081.71 \$34,742.27 \$16,923.17
	Conduct of at least thirty (35) training workshops for LGUs, and CSOs on CSPP governance	x	x	x	x	PLGUs, DILG, ARMM	GPH			

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	In Php	In USD (Exrate Dec 50.227)
	Conduct of workshops/training activities amongst LGUs for the development of conflict sensitive and peace promoting (CSPP) local plans and policies	x	x	x	x	GIZ, UNDP, AECID	GPH			
	Development of IEC/Knowledge Products	x	x	x	x	OPAPP, UNDP	GPH			
							GPH			
<b>Sub-Total for Output 5</b>									<b>69,750,000.00</b>	<b>\$1,388,695.32</b>
<b>Output 6</b> <b>Increased Access of Vulnerable Sectors to Critical Social Services</b>	Provision for livelihood opportunities/socio economic support	x	x	x	x	OPAPP, UNDP, other CSOs, CBOs	GPH	76100 - Grants 72100 - Contractual Services	86,025,000.00 98,121,595.00	\$1,712,724.23 \$1,953,562.73
	Provision of assistive devices to vulnerable sectors such as women, children, PWD, elderly and IDPs	x	x	x	x	OPAPP, UNDP, other CSOs, CBOs	GPH	71400 - Local Consultant 71600 - Travel 75700 - Learning Cost	7,388,000.00 1,012,405.00 11,775,860.00	\$147,092.20 \$20,156.59 \$234,452.78
	Provision of healing and psychosocial interventions to disadvantaged individuals (youth, widows, former combatants)	x	x	x	x	OPAPP, UNDP, MEDNET and BALAY, other CSOs, CBOs	GPH			
	Establishment of dialogue platforms	x	x	x	x	OPAPP, UNDP, RIDO	GPH			

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	In Php	In USD (Exrate Dec 50.227)
	and mechanisms for healing and reconciliation					Incorporated, CSOs, CBOs				
	Cash assistance provided to at least seven hundred twenty-nine (729) students in Marawi	x	x	x	x	OPAPP, UNDP, MSU	GPH			
	Conduct of Community Organizing and Policy Dialogues	x	x	x	x	OPAPP, UNDP, CSOs, CBOs	GPH			
<b>Sub-Total for Output 6</b>								<b>204,322,860.00</b>	<b>4,067,988.53</b>	
<b>Total for Component 3</b>								<b>274,072,860.00</b>	<b>\$5,456,683.86</b>	
<b>COMPONENT 4. SOCIAL HEALING AND PEACEBUILDING PROGRAMME FOR MARAWI</b>										
<b>Output 7 Recovery and Rehabilitation of Marawi City is Strengthened through Peacebuilding, Social Healing and Reconciliation</b>	Conduct of social healing and peacebuilding needs assessment and planning	x	x	x	x	OPAPP, UNDP, CSOs, NGOs	GPH	75700 - Learning Cost 71400 - Local Consultant 71600 - Travel	11,978,400.00 651,000.00 390,600.00	\$238,485.28 \$12,961.16 \$7,776.69
	Capacity-building activities on countering/preventing violent extremism	x	x	x	x	OPAPP, UNDP, CSOs, NGOs	GPH			
	Provision of transitional socioeconomic support for IDPs and vulnerable groups	x	x	x	x	OPAPP, UNDP, CSOs, NGOs	GPH			
<b>Sub-Total for Output 7</b>								<b>13,020,000.00</b>	<b>\$259,223.13</b>	
<b>Total for Component 4</b>								<b>13,020,000.00</b>	<b>\$259,223.13</b>	
<b>PROGRAMME MANAGEMENT</b>										



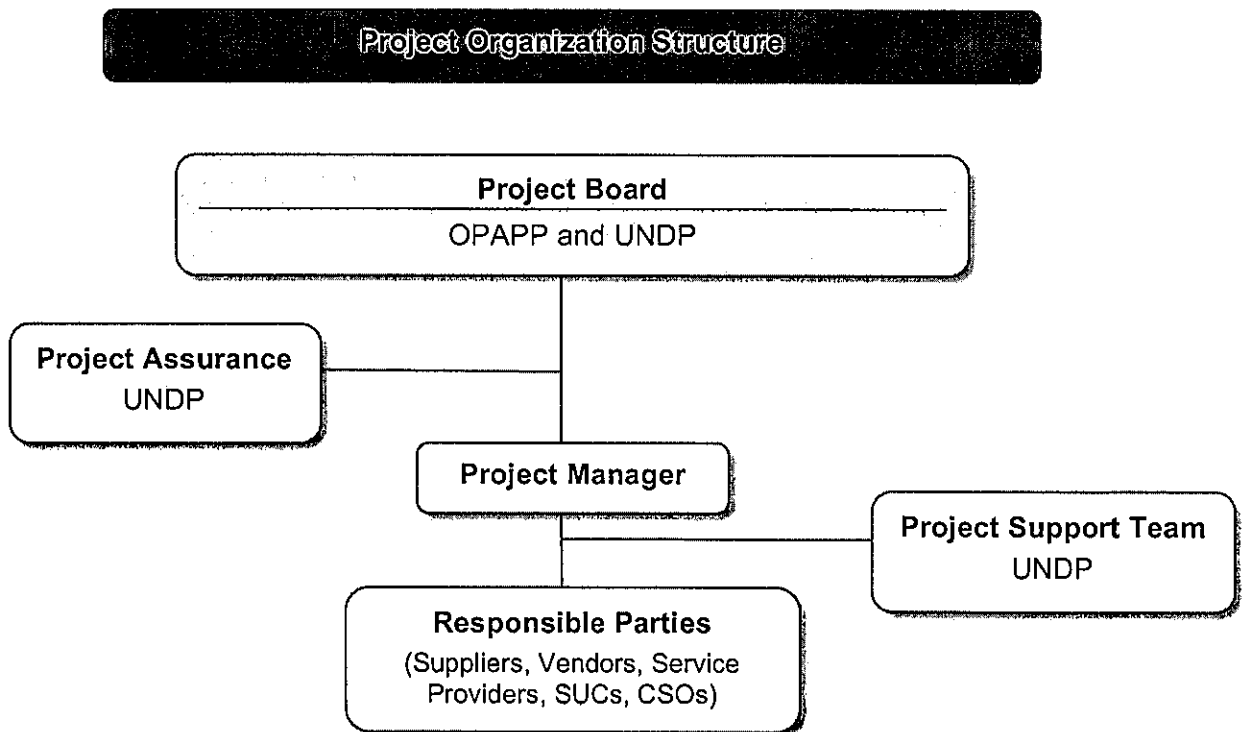
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	In Php	In USD (Exrate Dec 50.227)
Direct Project Cost (DPC)/Technical Assistance (4% of total programme budget)		x	x	x	x	UNDP	GPH		25,970,478.30	\$517,062.10
General Management Support (3% of total programme budget)		x	x	x	x	UNDP	GPH	75100 - GMS	19,477,858.73	\$387,796.58
<b>Sub-Total for Output 8</b>									<b>45,448,337.03</b>	<b>\$904,858.68</b>
<b>GRAND TOTAL</b>									<b>649,261,957.58</b>	<b>12,926,552.60</b>

## VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

A Project Board (PB) will be organized to serve as the highest decision making body of this project, with the following main responsibilities:

- Build consensus around the project's strategies and planned results;
- Provide advice when substantive changes are needed in the project's planned results, strategies or implementation arrangements;
- Monitor progress, participate in field visits to project sites, consult with beneficiaries, and ensure that potential opportunities and risks, including lessons learned from experience, are taken into account by the programme management; and
- Approve annual (or as the case maybe, quarterly) work and financial plans and authorizes any major deviation from these agreed annual/quarterly plans.

The PB will be composed of UNDP and OPAPP representatives. Responsible parties, LGUs, relevant agencies and organizations may be invited to participate in the PB meetings as the need arises.



The PB meets at least quarterly or as necessary to review project performance. The PMO acts as the Secretariat of the PB with the responsibility to call meetings, document proceedings, process information and follow up on Board recommendations.

Project Assurance is the responsibility of each Project Board member; however, the role will be delegated to the UNDP Team Leader of the Resilience and Peacebuilding Unit (RPBU). The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that appropriate project management milestones are managed and completed. A UNDP Programme Officer typically holds the Project Assurance role for the UNDP Board member, and a similar government representative would undertake this role for the Project Director. Note that the Project Manager and Project Assurance roles should never be held by the same individual for the same programme/project.

### ***Value Added of UNDP as Implementing Entity***

UNDP is not constrained by the usual government procurement rules which constrains Government. It is also not covered by the election ban on infrastructure, contracts and appointments. Hence, it can implement this initiative in a timely and fast manner, the results of which can significantly improve the Government's efforts and performance in the target arena. UNDP can bring in its global network to develop/test the needed innovations to this national convergence programme, including fast access to know-how and technology. It can also procure goods and services at much lower cost inasmuch as it can procure tax free.

The UNDP is a recognized reliable fiduciary entity. Inasmuch as it will be accountable for the management and disbursement of funds and the achievement of the outputs, according to the approved work plan and according to global standards, the risk of fund leakage is nil. In the context of this fiduciary responsibility, the UNDP will be responsible for the following functions: (i) coordinating activities to ensure the delivery of agreed outcomes; (ii) facilitating, monitoring and reporting on the procurement of inputs and delivery of outputs; (iii) coordinating interventions with other parallel interventions; and (iv) preparing report(s) on the programme results and fund utilization.

Further, to ensure the efficient implementation of this project, the UNDP offers its comparative advantages in project management:

1. Presence and established linkages with local NGOs and community-based organizations across the country with good track record of project implementation;
2. Extensive experience in providing grants for peace and development;
3. Has a well-tested mechanism of grant making and monitoring;
4. Established linkage with private sector in the development, marketing and promotion of community-based enterprises;
5. Established international and national networks of suppliers and service providers;
6. Fast and efficient procurement system. Below is the comparative matrix of UNDP and Government procurement procedures and methods:

UNDP Normal Procurement Methods			Govt. Procedures and Duration	
Thresholds	Process	Estimated Duration		
Below \$5,000 to a single vendor within a calendar year	No competitive process is required and telephone canvassing ("shopping") is allowed.	3 days to a week + delivery lead time	In Govt. this is only allowed up to about US\$ 1,000.	
Between US\$5,000 to US\$99,999	No advertisement is required. Only direct solicitation by Request for Quotation (RFQ) or low-valued Request for Proposal (RFP) is needed.	1-2 weeks + delivery lead time	Minimum of 14 days of advertisement, followed by a minimum of 30 days of bid preparation period, which goes up to 60 or 90 calendar days of bid preparation time for consulting services.	
Above \$100,000	Advertisement is mandatory for a minimum of 10 days and minimum bid preparation time of 2 weeks is required, which may be extended depending on complexity of requirements.  Invitation to Bid (ITB) and Request for Proposal (RFP) is used.	60-120 days + delivery lead time	Below P25 Million (\$568,000)	Advert must be for 15-30 calendar days
			Above P25 M up to P50M (US\$ 1.1 M)	Advert must be for 15-45 calendar days
			Above P50 M up to P200 M (US\$ 4.5M)	Advert must be for 30-60 calendar days
			Above P200M or about US\$ 4.5 M	Advert must be for 60-90 calendar days

### **Partnership with UNDP**

UNDP would be an ideal partner for such an initiative due to the following reasons:

1. Clear and full legality of UNDP-Government collaboration
  - UNDP's presence in the Philippines is governed by the Standard Basic Assistance Agreement (SBAA) which was duly ratified in 12 December 1977.
  - The 1977 ratification has made the SBAA an international treaty recognized as having been incorporated as part of the laws of the land, by the virtue of Section II and Article 2 of the Philippine Constitution.
  - Under SBAA, assistance "may be made available by the UNDP to the Government" upon request consisting, among others, of "services of advisory experts and consultants", "equipment and supplies" and "any other form of assistance or form of execution, which may be agreed upon by the Government and UNDP" (Cf. Clause 1, Article II of the SBAA).
2. UNDP's global experience and track record in co-implementing programs with governments (i.e. tapping support from HQ and regional offices)
3. Highest standards of transparency (voted as most transparent international development agency)
4. Cost efficiency and timely delivery of project outputs (i.e. access to global network of service providers and experts, long-term agreements, direct contracting)
5. UNDP has been a fiduciary agent to several donors and funding institutions to carry out a range of fiduciary services at country level.

## ***Funds Flow***

This Programme will be primarily funded by the Philippine Government through the National Acceleration Modality (NAM) of UNDP. Four (4) Standard Cost Sharing Agreements (CSA), corresponding to the four components of the SPAN Programme will be signed jointly by UNDP and the OPAPP, as the agency from which the funds for project implementation will come from. The four components are:

1. Implementing the Security Aspect of the Normalization Process
2. Implementing the Socioeconomic Aspect of the Normalization Project
3. Strengthening the Enabling Policy Environment for Peace, Recovery and Development (PAMANA component)
4. Social Healing and Peacebuilding Programme for Marawi

The CSAs detail the total amounts to be made available for this Programme from the Government, the modality and timing of provision of the funds, reporting requirements of UNDP to the Government of the Philippines (GoP) and other standard legal provisions primarily reflecting UN regulations and peculiarities.

This Project Document will complement the CSAs and will govern the details of physical/technical deliverables, fund utilization, including timing of disbursements. It will likewise be signed by both the OPAPP and UNDP. The Direct Implementation (DIM) modality, with UNDP directly disbursing the Project funds, will govern project implementation.

The total amount for the activities to be undertaken in the SPAN Programme will be transferred to the prescribed UNDP account per the attached CSAs. UNDP will submit quarterly combined technical and financial reports to the GoP for the duration of the Project. The final report will include recommendations on next steps, including addressing outstanding needs of the region and proposed sustainability plan for the established successful results, among others.

While Article 5 of the Cost-Sharing Agreement vests in UNDP the ownership of equipment, supplies and other property financed from the contribution, ownership of goods procured under the SPAN Programme are automatically transferred to the beneficiary/Government upon acceptance of the goods/completed services. Where a Deed of Transfer of Rights/Ownership is required to be issued by UNDP and accepted by the beneficiary/Government, the same shall be immediately issued by UNDP. UNDP shall transfer the asset to the OPAPP-nominated entity, at any time within the life of the Programme, as may be mutually agreed by UNDP and OPAPP.

The SPAN Programme will be subject to the UNDP's regular management audit, a copy of which will be provided the Philippine Government and any remedial actions required will be implemented and reported to the Programme Board.

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## **VIII. LEGAL CONTEXT**

This Project Document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of the Philippines and UNDP, signed by the Parties on 21 July 1977. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The UNDP Resident Representative/Country Director in Philippines is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto and is assured that the other signatories to the Project Document have no objection to the changes:

- a. Revision of, or addition to, any of the annexes to the Project Document;
- b. Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c. Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d. Inclusion of additional annexes and attachments only as set out here in this Project Document

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP will undertake all reasonable efforts to ensure that none of the project funds 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.

### ***Rules Governing the Provision of Support Services***

UNDP is present and operational in the Philippines by virtue of the signing of the Standard Basic Assistance Agreement (SBAA), duly signed by UNDP and the Philippine Government, and which was duly ratified in 12 December 1977, thus granting it the status of an international treaty. As a national treaty, and by the virtue of Section II and Article 2 of the Philippine Constitution, the SBAA is recognized as having been incorporated as part of the law of the land.

It is important to note that UNDP is an integral part of the United Nations. Article 105 of the United Nations Charter, which the Philippines accepted when it became one of the founding members on 24 October 1945, provides that the UN shall have such privileges and immunities as are necessary for the fulfilment of its purposes. Those privileges and immunities are described in detail in the Convention on the Immunities and Privileges of the United Nations of 1946 (the General Convention), which was acceded to by the Philippines on 28 October 1947.

The General Convention provides, inter alia, that the UN, together with "*its property and assets... shall enjoy immunity from every form of legal process*" (Section 2) and thus the UN, including UNDP, and its property and assets have been granted absolute immunity from the national jurisdiction of the Philippines, including national laws. Consistent with this, the Standard Basic Assistance Agreement (SBAA), which is the agreement between UNDP and the Philippines, duly ratified by the Philippine Government in December 1977, expressly provides that the General Convention applies to UNDP when undertaking projects in the Philippines (Article IX, paragraph 1).

Funding for UNDP projects may come from a variety of sources, including the Government where UNDP partners with for its development programmes. Such financing is not a loan to UNDP, nor is it held in trust for the donor/Government. Instead, upon receipt, it becomes part of UNDP's financial resources and, as an asset of UNDP, is not subject to the operations of any national law. Instead, such funds are exclusively subject to UNDP's Financial Rules and Regulations. The UNDP Financial Rules and Regulations also include provisions concerning reporting, auditing, and procurement.

Consistent with the foregoing premises, the Government Procurement Policy Board (GPPB), an inter-agency body under the Chairmanship of the Department of Budget and Management (DBM), has issued a Policy Memorandum No. 01-2015, dated 01 December 2015, and duly signed by the DBM Secretary, confirming that "*procurement by UNDP utilizing contributions or funds received from the GoP, pursuant to the 1977 SBPAA, is governed by the UNDP Financial Rules and Regulations, which embodies the*

*processes, procedures, rules and regulations that the UNDP may adopt in the conduct of its procurement activities to implement identified UNDP development support services".* Subsequently, the Commission on Audit (COA) will also issue an audit instruction confirming the exemption of Government funds transferred to UNDP from the COA Audit scope.

Consistent with the Article III of, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

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

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

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## **IX. ANNEXES**

### **1. Cost-Sharing Agreements (4)**

### **2. Risk Log**

## OFFLINE RISK LOG

<b>Project Title: Support to Peacebuilding and Normalization (SPAN)</b>	<b>Award ID:</b>
<b>Date: 17 November 2017</b>	

#	Description	Date Identified	Type	Impact/Probability	Countermeasures / Mngt response	Owner	Submitted/updated by	Last Update	Status
1	Elements of government's peace and development agenda may not be effectively pursued, causing dissatisfaction amongst groups and a possible recurrence of armed conflict.	Nov 2017	Political	P=Medium I=High	Continuing assessment of the peace and security situation by the project team; appropriate policy-level action by the Programme Board to ensure peaceful responses to potential conflict.	Programme Manager	Programme Manager	Nov 2017	No change
2	MILF commitment to the peace process may be diminished by delayed implementation of aspects of Normalization and may spur violence and instability in MILF communities	Nov 2017	Political	P= High I = High	Accelerate Government's delivery on commitments relative to the Normalization process; sustain regular consultations and dialogues between the GPH and the MILF	Programme Manager	Programme Manager	Nov 2017	No change
3	Other armed groups may engage in violent actions that may derail progress in project implementation	Nov 2017	Political	P= Medium I = High	Provide continuing support to Joint Peace and Security Teams (JPSTs) and other ceasefire monitoring mechanisms	Programme Manager	Programme Manager	Nov 2017	No change
3	Differences in political perspectives amongst local groups (including CSOs, POs, religious leaders, academic institutions), and reluctance to fully engage in the Government's peace initiatives, may hamper the delivery of peacebuilding interventions	Nov 2017	Environmental	P=Medium I = High	Continuing advocacy/IEC on the Government's peace and development agenda, and the conduct of regular consultations and dialogues amongst groups.	Programme Manager	Programme Manager	Nov 2017	No change



6	Local environment, such as leader attitude and traditional practices, may not be supportive to capacity-building and application of tools for conflict-sensitive and peace-promoting governance amongst LGUs	Nov 2017	Environmental	P=Medium I=High	Mapping of local political and conflict dynamics, and early engagement and outreach/advocacy to LGUs and constituencies; support training and dialogue opportunities where relevant.	Programme Manager	Programme Manager	Nov 2017	No change
7	Force majeure (extreme climate/natural hazard events) may pose delays in implementation of programme activities	Nov 2017	Environmental	P=Medium I=Medium	Contingency plans to address potential impacts will be formulated and operationalized when needed				
8	Delay in fund releases because of inadequate or non-compliance with requirements may affect project implementation schedule	Nov 2017	Financial	P=Medium I= High	Orientation and continuous guidance on requirements for partners and service providers will be undertaken				