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**PROJECT DOCUMENT**  
**[Country name, or Global/Regional Project]**

**Project Title:** *STABILIZATION, RECOVERY, AND TRANSFORMATION for PEACE (START-PEACE): A UNDP Project in Support of Lasting Peace in the Bangsamoro Autonomous Region on Muslim Mindanao (BARRM)*

**Project Number:** 00113222

**Implementing Partner:** UNDP Philippines

**Start Date:** 04 April 2019

**End Date:** 03 Apr 2022

**PAC Meeting date:**

08 June 2019

Brief Description
<p>A comparative analysis of the implementation of peace agreements in the Philippines (the 1996 peace agreement), South Africa, Kenya (following post elections violence in 2008), Indonesia (Aceh), Nepal, Northern Ireland, and El Salvador, as well as of post-conflict governing arrangements in Zimbabwe, South Sudan, and Cambodia, reveals that political transition and transition of armed combatants into productive and resilient to be particularly critical from a global perspective. The nature of transitions by armed groups, and their ability to practice, participate in, and lead a different type of politics, have been the critical cornerstone in every success or failure. In addition, the transition in Aceh; the failure of successive local peace deals in northern Nigeria; and the current Philippines context also highlight the prevention of violent extremism as a critical factor. In the seven years since a lasting ceasefire was signed between the Government and the Moro Islamic Liberation Front (MILF), Cotabato City, which is the economic hub of the Autonomous Region of Muslim Mindanao (ARMM), has moved to being among the ten fastest growing urban areas in the country, and is now also considered the second safest city. For these achievements to be translated into wider impact for the whole region, peace will have to be sustained. The transitions indicated above will therefore have to be implemented successfully</p> <p>With other development partners are also engaged in supporting lasting peace in Bangsamoro, UNDP's programme will draw on its comparative advantage in the following areas as accrued from supporting peace processes or agreements in approximately twenty countries (in addition to the Philippines) over the past three decades: Transition of Armed Groups, and; Prevention of Violent Extremism. The programme will contribute to the following two outcomes: 1. Moro revolutionary groups successfully transitioned to civilian roles and leadership, and ; 2. Secure and resilient communities successfully address factors driving violent extremism.</p>

<p><b>Contributing Outcome (PFSD Outcome 3):</b> National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of inclusive and responsive governance systems and accelerating sustainable and equitable development for just and lasting peace in conflict affected areas in Mindanao.</p> <p><b>Indicative Outcome(s) with gender marker<sup>2</sup>:</b> 1. Moro revolutionary groups successfully transitioned to civilian roles and leadership; GEN2 2. Secure and resilient communities successfully address factors driving violent extremism; GEN2</p>
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<b>Total resources required:</b>	<b>USD 3,892,427</b>	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>DFAT-Australia:</b>	<b>AUD 5.5 M</b>
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

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

UNDP	
Print Name:	Tilon Mitra, Resident Representative
Date:	25 July 2019

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

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

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## I. DEVELOPMENT CHALLENGE

Lasting Peace in the Bangsamoro will depend on four key transitions:

- a) **The political transition:** An effective transition from the current ARMM to the new BARMM, and of the major Moro fronts from armed groups to vehicles for constructive political participation;
- b) **Transition to proactive approaches to violent extremism:** A transition from reactive and limited responses to violent extremism to more proactive, multi-dimensional and preventive approaches;
- c) **Transition to productive and resilient communities:** A transition for armed groups and combatants to peaceful and productive lives, characterized by sustainable livelihoods, within resilient communities;
- d) **Transition to full recovery in Marawi and surrounding areas:** The successful transition of Marawi and Lanao del Sur to full recovery and reconciliation following the siege by violent extremists in 2017.

(This UNDP programme engages with the first two factors, as separate initiatives are dealing with the second two.)

A comparative analysis of the implementation of peace agreements in Philippines (the 1996 peace agreement), South Africa, Kenya (following post elections violence in 2008), Indonesia (Aceh), Nepal, Northern Ireland, and El Salvador, as well as of post-conflict governing arrangements in Zimbabwe, South Sudan, and Cambodia, reveals the first two factors to be particularly critical from a global perspective. The nature of transitions by armed groups, and their ability to practice, participate in, and lead a different type of politics, have been the critical cornerstone in every success or failure. In addition, the transition in Aceh; the failure of successive local peace deals in northern Nigeria; and the current Philippines context also highlight the prevention of violent extremism as a critical factor.

The ARMM region—soon to be replaced by the BARMM—currently suffers from the highest rate of cyclical violence and resulting internal displacement in the Philippines, as well as the country's worst economic and human development indicators. The five provinces that make up the region are the poorest among the 81 that constitute the country.

Conversely, and in the seven years since a lasting ceasefire was signed between the Government and the Moro Islamic Liberation Front (MILF), Cotabato city, which is the economic hub of the ARMM, has moved to being among the ten fastest growing urban areas in the country, and is now also considered the second safest city (although recent security incidents in advance of the plebiscite on the Bangsamoro Organic Law tarnished that reputation). For these achievements to be translated into wider impact for the whole region, peace will have to be sustained. The transitions indicated above will therefore have to be implemented successfully.

Given the fact that other development partners are also engaged in supporting lasting peace in Bangsamoro, UNDP's proposed programme will draw on its comparative advantage in the following areas as accrued from supporting peace processes or agreements in approximately twenty countries (in addition to the Philippines) over the past three decades:

- a) **Transition of armed groups:** UNDP has supported the transition of armed groups to civilian organizations and roles following peace agreements in Nepal, Indonesia (Aceh), Timor Leste, Papua New Guinea, Solomon Islands, Kenya (in the context of the 2008 agreement following elections-related violence in 2007), Cote d'Ivoire, Colombia, and El Salvador, with an emphasis on the development of new capabilities and styles for leadership and public management. UNDP has also directly assisted transitional governing arrangements, or institutional mechanisms specifically established for peacebuilding or the implementation of peace agreements or peacebuilding initiatives, in Indonesia (Aceh), Nepal, Timor Leste, Myanmar, Afghanistan, Lebanon, Kenya, and Colombia.
- b) **Prevention of violent extremism:** UNDP is currently assisting programmes to prevent and counter violent extremism, or develop national action plans or strategies thereof, in nearly twenty countries, including Indonesia, Maldives, Bangladesh, Afghanistan, Kenya, Somalia, Uganda, and Nigeria. Much of this work has focused on building community-level resistance to violent extremism, especially by strengthening the ability of local authorities to reduce alienation and radicalization and to work with non-governmental actors.

## **Rationale**

A critical lesson from peacebuilding efforts in multiple contexts has been that disjointed external support for specific institutional or physical capacities does not generate vital, self-sustaining, and adaptive systems of economic or political governance. A focus is therefore needed on those **processes** that constitute these systems.

Four are particularly important:

**Participation:** Whether and how individuals or communities do or don't participate in the critical economic and political decisions shaping their lives plays a vital role in the sustainability of systems. Prolonged lack of participation, or perceptions thereof, leads to armed resistance and violence and makes systems brittle and fragile.

**Opportunity:** Closely linked to participation is the issue of opportunity. Individuals and communities seek to expand value, whether it is economic, social or cultural, by having access to capital and markets, and propagating and sharing ideas and beliefs. Restriction of these opportunities due to prejudice, corruption, or institutional or policy failure can also generate the types of alienation and radicalization that lead to violence. The way opportunities are created and sustained is also therefore vital to the resilience of systems.

**Narratives:** Efforts by individuals and communities to expand value are often underpinned by narratives or worldviews which define and delimit their actions. Strong positive narratives on the public good and the core values of a community inspire win-win actions that generate value for all. Negative narratives based on fear and a sense of siege are unifying in the short term, but highly corrosive to the resilience of a system in the longer term.

**Collaboration:** A system's collaborative capacity—termed by some as “social cohesion”—is vital to its resilience. The ability of different groups and sectors to work across boundaries and lines of division to find shared solutions to rapidly emerging and cascading crises is an increasingly important, but much neglected, capacity for both sustainable development and lasting peace. Systems without effective capacities for managing conflict and fostering dialogue and collaboration are at best fragile and may collapse under the stress of multiple crises.

This UNDP programme will support the development of each of these four critical processes in the two areas of transition detailed above. Under each area, stakeholders will be assisted to foster concrete participation in consequential decision-making; expand economic, cultural and social opportunity; generate strong and positive narratives; and enhance collaborative capacity.

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## **II. STRATEGY**

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

#### ***National Policy Framework***

This Project is in line with the Government's overall policy framework for attaining just and lasting peace and ensuring security, public order and safety (Chapters 17 and 18 of the Philippine Development Plan 2017-2022 respectively).

Under Chapter 17 on attaining just and lasting peace, the Government commits to (1) pursue the negotiation and implementation of peace agreements with all internal armed conflict groups and (2) ensure that communities in conflict-affected and vulnerable areas are protected and developed. Thus, the Government will pursue the following: (1) the meaningful implementation of the agreement with Moro Islamic Liberation Front (MILF) towards healing in the Bangsamoro through an enhanced approach and roadmap for the implementation of the Comprehensive Agreement on the Bangsamoro and its annexes, in close partnership with the MILF and (2) the completion of the implementation of the remaining commitments under the Government of the Philippines (GPH)-Moro National Liberation Front (MNLF) Peace Agreements. Likewise, the Government will also try to implement peace-promoting and catch-up socioeconomic development in conflict areas; empower communities by increasing

their capacity to address conflicts and reduce their vulnerabilities; and, make government more responsive to peace, conflict, and security issues.

Under Chapter 18 on ensuring security, public order and safety, the Government commits to enhance the capacities of its institutions to significantly reduce criminality and terrorism, and to ensure the safety and security of all Filipinos in the country and overseas from all forms of hazards. In the face of threats from radicalization and extremist violence, Government will seek to enhance the capabilities of the security sector institutions to address external and internal security threats and deepen international partnerships to counter violent extremism.

Within this context and in support of these national initiatives, the Project will contribute to efforts to strengthen national and local resilience to risks of violent extremism in the Philippines.

### **UN Policy Framework**

Project START PEACE is consistent with the UN Philippines Partnership Framework for Sustainable Development (PFSD, formerly UNDAF), which envisions that “National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of inclusive and responsive governance systems and accelerating sustainable and equitable development for just and lasting peace in conflict affected areas in Mindanao.

The Project is also aligned with the UN Plan of Action to Prevent Violent Extremism issued last 24 December 2015, which called for a comprehensive approach that focused not only on security-based counter-terrorism measures but also on holistic and systematic initiatives to address the underlying factors that drive individuals and communities towards radicalization and violent extremism.

It is also aligned with UNDP’s corporate framing paper to prevent violent extremism (“*Preventing violent extremism through promoting inclusive development, tolerance and respect for diversity: A development response to addressing radicalization and violent extremism*”), which proposed eleven inter-linked building blocks that can help inform global, regional and national strategies in the prevention of violent extremism (PVE):

1. Promoting a rule of law and human rights-based approach to PVE;
2. Enhancing the fight against corruption;
3. Enhancing participatory decision-making and increasing civic space at national and local levels;
4. Providing effective socio-economic alternatives to violence for groups at risk;
5. Strengthening the capacity of local governments for service delivery and security;
6. Supporting credible internal intermediaries to promote dialogue with alienated groups and re-integration of former extremists;
7. Promoting gender equality and women’s empowerment;
8. Engaging youth in building social cohesion;
9. Working with faith-based organizations and religious leaders to counter the abuse of religion by violent extremists;
10. Working with the media to promote human rights and tolerance; and,
11. Promoting respect for human rights, diversity and a culture of global citizenship in schools and universities.

Lastly, the Project also supports the achievement of Sustainable Development Goal 16 (Peace, Justice and Institutions) that seeks 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**

This programme rests on a straightforward “if-then” statement, or theory of change:

If processes related to enhancing participation; advancing inclusion; fostering positive narratives; and building collaborative capacity are integrated into three key transitions—that of the MILF to a civilian role; of the ARMM to Bangsamoro; and of reactions to violent extremism to prevention—then the prospects for sustainable peace and development in the Bangsamoro area will be significantly enhanced.

The theory of change is drawn partly from the global experience of peacebuilding, and partly from the experience of the Philippines itself. The province of Sarangani in the Philippines—while mirroring many of the same

challenges as the neighboring ARMM provinces—has invested heavily in increasing collaborative capacities, especially those aimed at addressing local conflicts. Special attention has been paid to the involvement of residents in economic and political decision-making. Traditional, faith-based, and community leaders have played important intermediary roles. The province therefore has the lowest rate of conflict-related internal displacement in southern Mindanao. A more specific example is provided by the failure of the ISIS-linked Maute Group to instigate Christian-Muslim violence during the siege of Marawi in 2017. Despite targeted killing and destruction of property and places of worship aimed at Christians, there was no larger backlash, and Ramadan in 2017 saw Christian families bringing relief supplies to their Muslim IDP counterparts. While this is partly due to Philippines' very strong tradition of social cohesion, the prompt rolling out of inter-faith dialogue, local reconciliation measures, and community involvement in the humanitarian response by both governmental as well as international development actors played an important contributing role.

Alienation—wrought partly by a shared Moro notion of being historically deprived of both land and identity despite having been an independent federation in the past; and partly by a more contemporary sense of being treated as second class citizens in the wider Philippines—has played a significant role in radicalizing youth in the Bangsamoro region. Whether the immediate triggers for people joining violent extremist groups have been political or ideological (as in Lanao del Sur) or economic (as in Sulu), all studies of the phenomenon (by UNDP, ICG, International Alert, others) have shown that alienation has been a common underlying phenomenon. Recent experience has also shown that, globally, the universal palliative for alienation has been increased participation in key processes. The passing of the Organic Law for BARRM in August 2018 corresponded with a significant down-tick in incidents of extremist violence (and the overall trend has remained downwards despite potentially BOL-linked bombings in Cotabato, Jolo, and Zamboanga in January 2019), as many youth groups—with national and international assistance—turned their energies towards the plebiscite on the Organic Law. In Indonesia, increased recruitment into the Muhammadiyah social movement—known for targeting more effective service delivery and public works within an Islamic framework—has corresponded with a similar decrease in recruitment into violent extremism over the last five years. In both Philippines and Indonesia, deradicalization efforts in prisons but also in other settings have shown greater success in direct correlation to the participation of the female members of the concerned individuals' families, as well as religious leaders from their communities, in these efforts.

Further afield, the critical role of effective community-level early warning and response systems has been proven in many contexts. In January 2008, nearly 300,000 Kenyans were displaced in elections-related violence and 1,500 killed. In 2010, a constitutional referendum that precipitated many of the same tensions and cleavages saw not a single life lost as a network of local peace committees, with strong national and international support, pre-empted nearly two hundred incidents of potential violence where men and materiel were being assembled to wreak mayhem. In Timor Leste, a network of six hundred UNDP-trained local mediators helped nearly 13,000 IDPs and their families return home by resolving conflicts over land. In the Philippines, where local peace and order councils or disaster reduction committees have managed to perform their mandated tasks, they have ensured more resilient communities and reduced internal displacement.

The fact that the MILF itself is aware of some of these factors and challenges is evidenced by the formal request of its Chairman Murad to UNDP to support the establishment of a "School for Peace and Democracy" along the lines of the one that assisted the Aceh transition. As the MILF prepares to lead the new Bangsamoro Transition Authority, it will have to equip its leadership and cadre to acquire rapidly the ability to govern according to both universal principles of human rights and participatory and accountable governance, as well as Islamic traditions and law. It currently lacks this crucial and dedicated capacity, without which the BTA is unlikely to pave the way for a successful Bangsamoro.

This is especially significant in that direct support for armed groups to transition to civilian roles has been a pivotal factor in the successful implementation of peace agreements. Where this has not been done, armed groups have moved to authoritarian governance to maintain control or have taken to other forms of lucrative violence to support their incomes. Guatemala, South Sudan and Zimbabwe provide sobering examples. South Africa, Namibia, Nepal, Northern Ireland, Aceh, and El Salvador—on the other hand—prove the importance of timely support in this regard. The initiative by the MILF leadership is therefore of critical importance.

Equally significantly, the MILF has also agreed that the institute should be available to all Moro groups, and to the transitioning civil servants from the outgoing Autonomous Region in Muslim Mindanao. This should hopefully lead to a more inclusive governing cadre, and hence a more representative government, than has been the case in failed transitions such as the one in South Sudan.

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### III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

#### A. Expected Results

UNDP will contribute to the achievement of the two outcomes which are indicated below. The key outputs pertaining to these outcomes (to be implemented over a 3-year period corresponding to the lifetime of the BTA), according to the four categories of participation, inclusion, narratives, and collaboration, are also detailed below:

#### **Outcome 1: Moro revolutionary groups successfully transitioned to civilian roles and leadership PARTICIPATION:**

*Output 1.1: MILF successfully assisted to institute an architecture for a social movement/ organization, and to transfer at least a fourth of its civilian and military personnel to the movement/ organization.*

##### Indicative activities:

- a) Joint plan of work developed between MILF and partner organizations from Indonesia and the Philippines for capacity development for an MILF social movement/ organization;
- b) Training and other capacity development undertaken for the social mobilizers of the new movement/ organization.
- c) Initial induction and capacity development conducted for members of the new movement/ organization, with a special focus on MILF members and former combatants.

*Output 1.2: Moro groups successfully assisted to develop a representative and effective leadership cadre for public administration and governance in the new BTA through a "School for Peace and Democracy."*

##### Indicative Activities:

- a) Appropriate curricula comprising of elements of democratic leadership, management, public administration, M&E, accountability, and negotiation developed;
- b) Trainers deployed to deliver the curricula; this support can also be delivered through virtual courses, classroom training, and mentoring programmes.
- c) Basic infrastructure of the facility installed, simultaneously with the development of curricula and deployment of trainers.
- d) Capacity for the longer-term maintenance of the facility developed.

*Output 1.3: MILF combatants successfully assisted, through the Independent Decommissioning Body (IDB), with the verification, registration, and decommissioning necessary to obtain assistance for more sustained rehabilitation efforts.*

##### Indicative Activities:

- a) MILF combatants eligible for decommissioning verified;
- b) Registration facilities for combatants established, and combatants registered;
- c) One-third of combatants decommissioned, with weapons being put "beyond use" by IDB.

#### **INCLUSION:**

*Output 1.4: MILF successfully assisted to establish credible outreach, including through its commanders and combatants, to the wider Moro community in support of its transition.*

##### Indicative Activities:

- a) Public presence and outreach, including on social media, established for the new social MILF social movement/ organization.
- b) MILF Commanders capacitated to play leadership roles in transforming political and institutional cultures with Moro revolutionary groups, and to participate in the development of a wider curriculum to this effect.
- c) MILF camps and commanders and camps assisted to develop and implement joint strategies for maintaining social cohesion, including on the prevention of violent extremism, during the period of economic and political transformation, including through new structures such as political parties and social movements; at least three major and three minor camps will be targeted for this support.

## **NARRATIVES:**

*Output 1.5: Moro leaders successfully assisted to engage women, faith-based leaders, minorities and indigenous communities to create a framework and narrative for an inclusive Bangsamoro identity.*

### Indicative activities:

- a) MILF and MNLF leaders assisted to develop and implement specific workplans for the integration of roles and participation of women and minorities into post-military organizations such as social movements and political parties.
- b) Drawing on ongoing Moro visioning exercises and the leadership summit planned for early 2019, Moro leaders assisted to install social media platforms for interactive dialogue around a shared Bangsamoro identity; platforms could be installed at various Mindanao State University campuses.

*Output 1.6: BTA successfully assisted to integrate sensitivity to peacebuilding and diversity into all plans and programmes, thus helping to generate a narrative of a government concerned for all its citizens.*

### INDICATIVE ACTIVITIES:

- a) Sensitivity training implemented for all the members of the BTA civil service over its lifespan.
- b) Initial training followed by close accompaniment by a technical team—under UNDP auspices—to assist critical line ministries (MILG; MSS; MEENR; MOH; MEd) to integrate conflict sensitivity into plans and programmes during the first year of BTA.

## **COLLABORATION:**

*Output 1.7: Moro leaders successfully assisted to maintain a consensus-based and integrated vision as the basis for BTA policies and programmes.*

### INDICATIVE ACTIVITIES:

- a) An inter-faith advisory group comprised of leaders of all faiths practiced in the core Bangsamoro territory established to advise BTA on issues pertaining to religious freedoms, address emerging challenges, and prevent the alienation of individual groups and communities; at least five initiatives in this regard undertaken by the advisory group.
- b) Following the leadership summit in early 2019, a standing platform for all-Moro dialogue established for the duration of the BTA to ensure that the conclusions from the visioning exercises are translated into policies and actions by Moro leaders; Insider Mediators' Group, the only current entity with a cross-Moro membership, could host the platform.

*Output 1.8: BTA successfully assisted to establish platform for sustained coordination, partnership and collaboration with development partners, national and international, and to implement a shared M&E system—with data visualization capabilities—for collective monitoring of its achievements.*

### INDICATIVE ACTIVITIES:

- a) Building on the donors' consultative forum established by the MILF Chair with UN assistance, and where support towards this end was specifically requested from UNDP, a mechanism for systematic consultation—with a substantive secretariat—established for the lifetime of the BTA under the auspices of the Office of the BTA Chair;
- b) Shared M&E system with data visualization established for the overall BTA workplan for its three-year duration and housed with the Office of the BTA Chair.

## **Outcome 2: Secure and resilient communities successfully address factors driving violent extremism**

### **PARTICIPATION**

*Output 2.1: Women leaders empowered to challenge violent radicalization through social media platforms on campuses and community spaces.*

### INDICATIVE ACTIVITIES

- a) Female ulama (alimat) and ustadja (teachers) assisted to develop—through select civil society organizations (Kadtabanga; Maradeka; Teach Peace Build Peace)—a framework for assessing risks of violent extremism in their families and communities and providing an early psychosocial as well as

theological response; specific attention will be paid to remoter areas where unaffiliated schools and religious institutions proliferate.

## **INCLUSION**

*Output 2.2: National agencies supported to develop and implement detailed programming for the draft National Action Plan on PCVE, currently being finalized, in a consultative and inclusive manner.*

### **INDICATIVE ACTIVITIES**

- a) Detailed consultations on specific interventions under the NAP-PCVE held with concerned LGUs; critical sectors; and line agencies to develop specific workplans for implementation.
- b) Bureau for Jail Management and Penology (BJMP) and other relevant agencies assisted to develop and implement—drawing on current work as well as experiences from the wider SE Asian region—effective strategies for deradicalization.
- c) Government assisted to develop and implement a strategic communications strategy around the NAP-PCVE as well as its wider engagement with this issue, with a focus on public participation and engagement with officials via online platforms; currently there is no online venue for government-civic dialogue on PCVE.

## **NARRATIVES**

*Output 2.3: Building on current civic initiatives for developing alternative narratives, faith-based and student leaders successfully assisted to develop standing mechanisms for coordination, alignment, cooperation in this area, and a critical mass of collective impact.*

### **INDICATIVE ACTIVITIES**

- a) Standing platform for dialogue on alternative narratives, and the development of an overall framework in this regard inclusive of different theological schools, established among leaders of both formal ulama institutions as well as informal entities; the National Commission of Muslim Filipinos, the ARMM/BTA Darul Ifta, and Mindanao State University will be among the partners.
- b) Islamic student, youth, and faculty associations in major educational institutions in the Bangsamoro area assisted to develop—through both curricular and extra-curricular interventions—systematic approaches to addressing deradicalization.

## **COLLABORATION**

*Output 2.4: Eighteen local governments in Lake Lanao area—already identified with OPAPP and DILG—successfully assisted to establish effective, operational early-warning-and-response mechanisms to deal with imminent threats to peace-and-security*

### **INDICATIVE ACTIVITIES**

- a) Operational components of effective early-warning-and-response systems identified by concerned LGUs (mayors of Butig and Piagapo have already drawn up operational components with UNDP/OPAPP support).
- b) LGUs assisted to develop resource mobilization and partnership (drawing on civic organizations capacitated with DFAT support) strategies for EWR systems.
- c) At least nine LGUs supported to identify and address up to six potential threats during the first eighteen months of the project reporting period.

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

To effectively implement the project, UNDP will:

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



## C. Partnerships

UNDP will collaborate and complement initiatives of national and local actors on supporting the transition process and in pursuing activities that contribute to the prevention of violent extremism.

In particular, UNDP will partner with various agencies, institutions, civil society organizations, religious leaders, academicians and sectoral (women and youth) organizations in implementing the project. It will engage partners through various partnership modalities (such as Responsible Partner Agreements, Letter of Agreements and Memorandum of Agreements, or Institutional Contracts).

When appropriate, UNDP will also provide low value grants to qualified civil society organizations.

Under the project, an independent mechanism will review and endorse the selection of partner CSOs. In cases where the selection may impact on political sensitivities, an endorsement of a CSO from either of the main parties—i.e. GPH, MILF MNLF—to the peace agreement will also be considered in the selection process.

Among the criteria in selecting responsible partners in implementing the activities, include expertise in the thematic area, experience in implementing similar donor funded projects, adequate internal control and project management capacities and established management structures and operational networks.

## D. Risks and Assumptions

The project itself includes elements which, if implemented, would mitigate significant risks to the peace process. Nevertheless, key risks that will have to be analyzed and mitigated—if possible—include the possible:

- a) Inability of the BTA leadership to rise to both the risks and opportunities afforded by the launch of the Bangsamoro experiment, alongside a strong sense of entitlement amongst members of Moro armed groups; this will make many of the experiments towards more effective governance highlighted in the proposal difficult to implement.
- b) A splintering of the Moro leadership, and therefore of the wider Moro community, along ethnic or regional lines; to some degree, this is already happening as the Maranao, Tausug, and Maguindanaon leaders within the MILF are starting to bring their feuds into the public.
- c) Continued proliferation of violence on the ground, as BTA leaders fail to address recurring local conflicts over land and resources, or the grievances driving violent extremism; this could greatly hamper normalization as combatants choose to stay armed.
- d) Failure of national and local governments to mobilize resources for necessary initiatives; START-PEACE is intended to play a catalytic role, and national and regional resources will therefore be critical to achieving the full extent of the indicated results.

The primary risk management mechanism for START-PEACE will be the Project Board itself in that it will include representatives of key actors. They can serve as intermediaries with critical national counterparts, carry key messages, and provide suggestions as to how the programme's parameters are adjusted to contingencies. The several dialogue platforms supported by the programme, as well as the Insider Mediators' Group, will also serve as tools for addressing the risks indicated above.

### Assumptions

A key assumption that underpins the theory of change presented above is that the government, the MILF and various stakeholders will continue to commit to the implementation of the Bangsamoro Organic Law (BOL) and build upon the gains of the peace process. It is assumed that the Philippine Government and key parties to peace agreements will remain committed to completing the transition process towards a peaceful Bangsamoro. With the generally positive results of the plebiscite on the BOL, it is hoped that this will help quiet the discontent among vulnerable groups and thus effectively challenging narratives of radicalization particularly among the youth.

Another assumption pertains to the capacities of the peace infrastructure to prevent and manage any major outbreaks of violence. It is assumed that joint mechanisms remain capable of responding effectively to armed skirmishes and other violent actions that may trigger bigger outbursts of violence. Continuous assessment of the

peace and security situation and close coordination with peace and security sector actors can help the Project Board to make the appropriate policy and program adjustments to contribute to conflict prevention and management.

Another assumption is that the local government units will be supportive of efforts to strengthen local resilience to risks of violent extremism, such as the development and operationalization of early warning and response systems, as well as the conduct of socio-economic baseline studies.

It is also assumed that local groups, including civil society organizations, religious leaders, academic institutions and other key stakeholders will be willing to participate in the Project's activities and initiatives. There is a risk that differences in political and religious perspectives among Project stakeholders may hamper the implementation of the Project. To mitigate this, the conduct of regular consultations, dialogues and even mediation initiatives will be undertaken.

## **E. Stakeholder Engagement**

The primary target groups for the Project include the following: members of groups/communities vulnerable to radicalization and violent extremism, such as youth and women and other marginalized groups such as the indigenous peoples; local government units in areas affected by and vulnerable to violent extremism; Muslim religious, civic and traditional leaders; national government agencies comprising the peace and security sector; and the MILF.

As identified during the consultations with various stakeholders, among the institutions and organizations that UNDP will be partnering with will include, but will not be limited, to the following organizations under Project START PEACE:

- Office of the Presidential Adviser on the Peace Process (OPAPP)
- National Security Council (NSC)
- Anti-Terrorism Council (ATC)
- Department of the Interior and Local Government (DILG)
- Bangsamoro Transition Authority
- National Commission on Muslim Filipinos (NCMF)
- Armed Forces of the Philippines (AFP)
- Philippine National Police (PNP)
- Bureau of Jail Management and Penology
- National Bureau of Investigation (NBI)
- Office of Civil Defense (OCD)
- Local government units in the Bangsamoro region, especially those in Marawi and Lanao del Sur, Maguindanao and Sulu
- Leaderships of Moro organizations (MILF and MNLF)
- Dar-ul-Ifta of ARMM
- Community-Based Monitoring System Network-Philippines
- Clingendael Institute
- Insider Mediators Group
- Friends of Peace
- Independent Decommissioning Board
- Nahdlatul Ulama
- Muhammadiyah
- Asian Institute of Management
- Development Academy of the Philippines
- Muslim religious, traditional, civic leaders
- Youth organizations in the Bangsamoro region
- Various civic groups, and particularly the following: GZOPI, MARADECA; Balay Mindanaw; UNYPAD; Al-Qalam Institute of the Ateneo de Davao University; Tumikang Sama-Sama; Nisa UI Haqq Fi; Teach Peace, Build Peace, and Galing Pook Foundation)

Other partnerships may be further developed in the course of project implementation and selection will be vetted and endorsed by the Project Board or endorsed by the parties to the peace agreements. Throughout the implementation of the Project, platforms for multi-sectoral, multi-level stakeholder engagement will be established and sustained.

The Project Board and project team will ensure that gender concerns and women empowerment will also be raised or discussed in the key activities. At the very least, a third of all participants in key activities should be women.

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

This Project will not entail formal South-South or Triangular Cooperation, but technical expertise and lessons learned will be obtained from PVE experiences and political transitions in the Southeast Asia region to better inform the efforts under this Project.

## **G. Knowledge**

The Project will document good practices and lessons learned in the course of Project implementation. It will produce baseline data and establish information system on socio-economic conditions in the province of Lanao del Sur. It will support the formulation of policy documents on PVE; research on the role of madaris and religious schools in the prevention or promotion of violent extremism; and the conduct of consultations and discussions on PVE.

## **C. Sustainability and Scaling Up**

At the end of the Project implementation, capacities, systems and mechanisms will have been put in place at both the national and local levels to make the transition process as smooth and efficient as possible. Moreover, resilience of communities to the risks of violent extremism will have been strengthened further.

Sustainability may also be drawn from other institutional infrastructures that may be developed in the course of Project implementation.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

All project interventions will be implemented in close collaboration with organizations with extensive knowledge of the complexities of political, cultural and gender dynamics of Muslim Mindanao. These organizations will also have established management structures and operational networks. Project implementation will also be reviewed on a quarterly basis to ensure that the original theory of change holds and any necessary adjustment of interventions will entail minimal costs.

Moreover, the Project Team will coordinate with other UNDP units who are also operating in the same areas to ensure complementarity and minimize costs.

### ***Project Management***

To ensure that project results are achieved, a multi-stakeholder Project Advisory Board will be established, which includes representatives from key implementing partners and stakeholders. In particular, the project board will be comprised of the representatives of OPAPP, the MILF, the MNLF, contributing development partners, civil society, and academia, and chaired by the UNDP Resident Representative or the Deputy Resident Representative with the Donor Representative as co-lead. The Project Board will meet at least once a year (or more often as needed) to review implementation and provide detailed substantive guidance.

Quality assurance will be provided by the Management Support Unit. UNDP Team Leaders, and senior staff with relevant technical experience will also provide quality assurance as needed. Project staff will be based in Cotabato and Manila, as the primary stakeholders will be based in these locations.

Under the guidance of the Deputy Resident Representative, and under the direct supervision of the Team Leader of the Resilience and Peace Building Unit, a Project Manager will be responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. He will also be reporting to the Project Board.

Please refer to **Section VIII on Governance and Management Arrangements** for details on the functions of the Project Advisory Board and the organizational structure.

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

### Intended Outcome as stated in the UNPFSO (formerly UNDAF) and Country Programme Results and Resource Framework (Outcome 3):

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

### Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets (2019-2023):

- 3.1. Number of non-state armed groups transformed into legitimate socioeconomic/political organizations Baseline (2016): 1 Target: 5
- 3.2. Number of barangays affected by internal armed conflict Baseline (2017): 716 Target: 0

### Applicable Output(s) from the UNDP Strategic Plan 2018-2021:

- 3.1. Effective participation of former combatants in local governance, public administration, and political processes supported to secure lasting peace.
- 3.3. UNDP-assisted combatants and conflict-affected communities provided with incentives and capabilities to become productive members of society in times of peace.

**Project title and Atlas Project Number: STABILIZATION, RECOVERY, AND TRANSFORMATION for PEACE (START-PEACE) Project / ID 00113222**

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>3</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2019	2020	2021	
<b>Output 1.1: MILF successfully assisted to institute an architecture for a social movement/ organization, and to transfer at least a fourth of its civilian and military personnel to the movement/ organization.</b>	1.1.1 Joint workplan for capacity development for an MILF social movement/organization	MILF	0	2018	1 joint workplan			Accomplishment and Progress Reports
	1.1.2 No. of social mobilizers trained	MILF	0	2018	30 Trainors	30 Trainors		
<b>Indicative Activities:</b> 1. Joint plan of work developed between MILF and Muhammadiyah of Indonesia for capacity development for an MILF social movement/ organization; 2. Training and other capacity development undertaken for the social mobilizers of the new movement/ organization. 3. Initial induction and capacity development conducted for members of the new movement/ organization, with a special focus on MILF members and former combatants.	1.1.3 Number of MILF civilian and military personnel inducted/trained in developing a social movement/organization	MILF	0	2018	30 pax	30 pax		Accomplishment and Progress Reports

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

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

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>3</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2019	2020	2021	
<p><b>Output 1.2:</b> Moro groups successfully assisted to develop a representative and effective leadership cadre for public administration and governance in the new BTA through a "School for Peace and Democracy."</p> <p><u>Indicative Activities:</u></p> <p>a) Appropriate curricula comprising of elements of democratic leadership, management, public administration, M&amp;E, accountability, and negotiation developed;</p> <p>b) Trainers deployed to deliver the curricula; this support can also be delivered through virtual courses, classroom training, and mentoring programmes.</p> <p>c) Basic infrastructure of the facility installed, simultaneously with the development of curricula and deployment of trainers.</p> <p>d) Capacity for the longer-term maintenance of the facility developed.</p>	1.2.1 Curricula developed for the "School of Peace and Democracy"	BTA	0	2018	1 training curricula		Accomplishment and Progress Reports	
	1.2.2 No. of trainers deployed to deliver the curricula	BTA	0	2018		30	60	Accomplishment and Progress Reports
	1.2.3 Training Facility constructed for the "School of Peace and Democracy"	BTA	0	2018		1 facility		Accomplishment and Progress Reports
	1.2.4 Long-Term Maintenance Plan for the Facility	BTA	0	2018		1 plan		Accomplishment and Progress Reports
<p><b>Output 1.3:</b> MILF combatants successfully assisted, through the Independent Decommissioning Body, with the verification, registration, and decommissioning necessary to obtain assistance for more sustained rehabilitation efforts.</p> <p><u>Indicative Activities:</u></p> <p>a) Number of MILF combatants eligible for decommissioning verified;</p> <p>b) Registration facilities for combatants established, and combatants registered;</p> <p>c) One-third of combatants decommissioned, with weapons being put "beyond use" by IDB.</p>	1.3.1 Number of verified MILF combatants	BTA	0	2018		4,000	Accomplishment and Progress Reports	
	1.3.2 Number of registered MILF combatants for decommissioning	BTA	0	2018		4,000		Accomplishment and Progress Reports
	1.3.3 Proportion of total combatants and weapons decommissioned by IDB	BTA	0	2018		At least 1/3 <sup>rd</sup> of decommissioned combatants		Accomplishment and Progress Reports
<p><b>Output 1.4:</b> MILF successful assisted to establish credible outreach, including through its commanders and combatants, to the wider Moro community in support of its transition.</p> <p><u>Indicative Activities:</u></p> <p>a) Public presence and outreach, including on social media, established for the new social MILF social movement/organization.</p> <p>b) MILF Commanders capacitated to play leadership roles in transforming political and institutional cultures with Moro revolutionary groups, and to participate in the development of a wider curriculum to this effect.</p>	1.4.1 No. of times that the MILF social movement/organization is mentioned in print, broadcast and social media	BTA	0	2018	10	10	10	Accomplishment and Progress Reports
	1.4.2 No. of MILF Commanders trained to play leadership roles in the transformation process	BTA	0	2018	12	20	20	Accomplishment and Progress Reports

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>3</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2019	2020	2021	
			<p>c) MILF camps and commanders and camps assisted to develop and implement joint strategies for maintaining social cohesion, including on the prevention of violent extremism, during the period of economic and political transformation, including through new structures such as political parties and social movements; at least three major and three minor camps will be targeted for this support.</p>	1.4.3 No. of MILF camps and commanders supported	BTA	0	2018	
<p><b>Output 1.5: Moro leaders successfully assisted to engage women, faith-based leaders, minorities and indigenous communities to create a framework and narrative for an inclusive Bangsamoro identity.</b></p> <p><u>Indicative activities:</u></p> <p>a) MILF and MNLF leaders assisted to develop and implement specific workplans for the integration of roles and participation of women and minorities into post-military organizations such as social movements and political parties.</p> <p>b) Drawing on ongoing Moro visioning exercises and the leadership summit planned for early 2019, Moro leaders assisted to install social media platforms for interactive dialogue around a shared Bangsamoro identity; platforms could be installed at various Mindanao State University campuses.</p>	1.5.1 No. of MILF and MNLF leaders assisted	BTA	0	2018	10			Accomplishment and Progress Reports
<p>b) Drawing on ongoing Moro visioning exercises and the leadership summit planned for early 2019, Moro leaders assisted to install social media platforms for interactive dialogue around a shared Bangsamoro identity; platforms could be installed at various Mindanao State University campuses.</p>	1.5.2 No. of social media platforms established	BTA	0	2018	1 social media platform			Accomplishment and Progress Reports
<p><b>Output 1.6: BTA successfully assisted to integrate sensitivity to peacebuilding and diversity into all plans and programmes, thus helping to generate a narrative of a government concerned for all its citizens.</b></p> <p><u>Indicative Activities:</u></p> <p>a) Sensitivity training implemented for all the members of the BTA civil service over its lifespan.</p> <p>b) Initial training followed by close accompaniment by a technical team—under UNDP auspices—to assist critical line agencies (DILG; DSWD; DENR; DOH; DepEd) to integrate conflict sensitivity into plans and programmes during the first year of BTA.</p>	1.6.1 No. of BTA civil service members trained on conflict sensitivity	BTA	0	2018	20			Accomplishment and Progress Reports
	1.6.2 No. of critical line agencies which have integrated conflict sensitivity into their plans and programmes	BTA	0	2018	5			Accomplishment and Progress Reports

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>3</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2019	2020	2021	
<p><b>Output 1.7: Moro leaders successfully assisted to maintain a consensus-based and integrated vision as the basis for BTA policies and programmes.</b></p> <p><u>Indicative Activities</u></p> <p>a) An inter-faith advisory group comprised of leaders of all faiths practiced in the core Bangsamoro territory established to advise BTA on issues pertaining to religious freedoms, address emerging challenges, and prevent the alienation of individual groups and communities; at least five initiatives in this regard undertaken by the advisory group.</p> <p>b) Following the leadership summit in early 2019, a standing platform for all-Moro dialogue established for the duration of the BTA to ensure that the conclusions from the visioning exercises are translated into policies and actions by Moro leaders; Insider Mediators' Group, the only current entity with a cross-Moro membership, could host the platform.</p>	<p>1.7.1 No. of relevant activities implemented by the newly established inter-faith advisory group</p>	BTA	0	2018	At least 2 activities	At least 2 activities	Accomplishment and Progress Reports	
	<p>1.7.2 Evidence of establishment of the All-Moro Dialogue platform</p>	BTA	0	2018	1 All-Moro Dialogue Platform		Accomplishment and Progress Reports	
<p><b>Output 1.8: BTA successfully assisted to establish platform for sustained coordination, partnership and collaboration with development partners, national and international, and to implement a shared M&amp;E system—with data visualization capabilities—for collective monitoring of its achievements.</b></p> <p><u>Indicative Activities:</u></p> <p>a) Building on the donors' consultative forum established by the MILF Chair with UN assistance, and where support towards this end was specifically requested from UNDP, a mechanism for systematic consultation—with a substantive secretariat—established for the lifetime of the BTA under the auspices of the Office of the BTA Chair.</p> <p>b) Shared M&amp;E system with data visualization established for the overall BTA workplan for its three-year duration and housed with the Office of the BTA Chair.</p>	<p>1.8.1 Evidence of establishment of a mechanism for systematic consultation under the Office of the BTA Chair</p>	BTA	0	2018	1 mechanism		Accomplishment and Progress Reports	
	<p>1.8.2 Evidence of establishment of M&amp;E system with data visualization</p>	BTA	0	2018	1 M&E system		Accomplishment and Progress Reports	
<p><b>Output 2.1: Women leaders empowered to challenge violent radicalization through social media platforms on campuses and community spaces.</b></p> <p><u>Indicative Activities</u></p> <p>a) Female ulama (alimat) and ustadja (teachers) assisted to develop—through select civil</p>	<p>2.1.1 No. of female Ulama and Ustadja assisted in developing a framework for assessing risks of violent extremism</p>	BTA	0	2018	20 female Ulama and Ustadja		Accomplishment and Progress Reports	

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>3</sup>	DATA SOURCE	BASELINE			TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year		2019	2020	2021	
<p>society organizations (Kadatabanga, Merdeka, Teach Peace Build Peace)—a framework for assessing risks of violent extremism in their families and communities and providing an early psychosocial as well as theological response; specific attention will be paid to remoter areas where unaffiliated schools and religious institutions proliferate.</p> <p><b>Output 2.2: National agencies supported to develop and implement detailed programming for the draft National Action Plan on PCVE, currently being finalized, in a consultative and inclusive manner.</b></p> <p><u>Indicative Activities</u></p> <p>a) Detailed consultations on specific interventions under the NAP-PCVE held with concerned LGUs; critical sectors; and line agencies to develop specific workplans for implementation.</p> <p>b) Bureau for Jail Management and Penology (BJMP) and other relevant agencies assisted to develop and implement—drawing on current work as well as experiences from the wider SE Asian region—effective strategies for deradicalization.</p> <p>c) Government assisted to develop and implement a strategic communications strategy around the NAP-PCVE as well as its wider engagement with this issue, with a focus on public participation and engagement with officials via online platforms; currently there is no online venue for government-civic dialogue on PCVE.</p> <p><b>Output 2.3: Building on current civic initiatives for developing alternative narratives, faith-based and student leaders successfully assisted to develop standing mechanisms for coordination, alignment, cooperation in this area, and a critical mass of collective impact.</b></p> <p><u>Indicative Activities</u></p> <p>a) Standing platform for dialogue on alternative narratives, and the development of an overall framework in this regard inclusive of different theological schools, established among leaders of both formal ulama institutions as well as informal entities; the National</p>	<p>2.2.1 No. of LGUs participating in detailed consultations on the NAP-PCVE interventions</p>	BTA	0	2018		30 LGUs		Accomplishment and Progress Reports	
	<p>2.2.2 Number of agencies assisted in the development of effective strategies for deradicalization</p>	BTA	0	2018		5 national agencies		Accomplishment and Progress Reports	
	<p>2.2.3 Evidence of implementation of communications strategy on NAP PCVE</p>	BTA	0	2018		At least one LGU adopting or localizing strategic communications on PCVE	At least one online venue for government-civic dialogue on PCVE.	Accomplishment and Progress Reports	
<p>2.3.1 Evidence of established platforms for dialogue on alternative dialogues</p>	<p>2.3.1 No. of students, faculty and youth associations assisted in systematic</p>					<p>One platform on alternative dialogues</p>			
									10 associations



EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>a</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2019	2020	2021	
			<p>Commission of Muslim Filipinos, the ARMM/BTA Darul Ifta, and Mindanao State University will be among the partners.</p> <p>b) Islamic student, youth, and faculty associations in major educational institutions in the Bangsamoro area assisted to develop—through both curricular and extra-curricular interventions—systematic approaches to addressing deradicalization.</p>	<p>approaches to deradicalization</p>				
<p><b>Output 2.4: Eighteen local governments in Lake Lanao area—already identified with OPAPP and DILG—successfully assisted to establish effective, operational early-warning-and-response mechanisms to deal with imminent threats to peace-and-security</b></p> <p><u>Indicative Activities</u></p> <p>a) Operational components of effective early-warning-and-response systems identified by concerned LGUs (mayors of Butig and Piagapo have already drawn up operational components with UNDP/OPAPP support).</p> <p>b) LGUs assisted to develop resource mobilization and partnership (drawing on civic organizations capacitated with DFAT support) strategies for EWR systems.</p> <p>c) At least nine LGUs supported to identify and address up to six potential threats during the first eighteen months of the project reporting period.</p>	<p>2.4.1 No. of LGUs with operational early warning and response (EWR) systems</p>					18 LGUs		
	<p>2.4.2 No. of LGUs assisted in resource mobilization for EWR</p>					18 LGUs		
	<p>2.4.3 No. of LGUs supported in addressing potential threats</p>					18 LGUs		

## VI. MONITORING AND EVALUATION

For each of the programme's twelve outputs, indicative activities have been clearly identified, and should provide the basis for the measurement of the extent to which they have been delivered.

In-depth indicators for assessing the programme's wider impact will be developed in consultation with key stakeholders for each of the outputs. The number of individuals exposed to alternative narratives via programme-supported workshops, for instance, may not correspond to the number of individuals that are motivated to behave differently on social media or in public spaces due to this exposure. Similarly, signing on to a shared vision or framework for governance on the part of Moro leaders may not translate into altered political behavior.

The measurement of in-depth assessments of programme results and impact will therefore require the active participation of key stakeholders and implementing partners, who will be assisted to establish monitoring mechanisms—at least at the sample level—for measuring deeper impact such as changes in behavior and public expression.

Feedback from stakeholders and partners will be compiled into quarterly reports provided to the project board, this allowing for a real-time assessment of the programme's impact.

This more in-depth framework should be established by the end of the first six months of programme implementation.

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		\$10,000.00
Monitor and Manage Risk	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.		\$10,000.00
Learn	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.		\$3,200.00
Annual Project Quality Assurance	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.		\$3,200.00
Review and Make Course Corrections	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		\$3,000.00

			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 long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			\$3,200.00
<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.		\$3,400.00

## Evaluation Plan<sup>4</sup>

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

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	PFSD/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation		3.1. <i>Effective participation of former combatants in local governance, public administration, and political processes supported to secure lasting peace.</i>	<i>National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of inclusive and responsive governance systems and accelerating sustainable and equitable development for just and lasting peace in conflict affected areas in Mindanao.</i>	August 2020	UNDP, BTA, MILF, NGOs, NGAs	USD 15,000.00 (DFAT)
Terminal Evaluation		3.3. <i>UNDP-assisted combatants and conflict-affected communities provided with incentives and capabilities to become productive members of society in times of peace.</i>		March 2021	UNDP, BTA, MILF, NGOs, NGAs	USD 25,000.00 (DFAT)

<sup>4</sup> Optional, if needed

VII. MULTI-YEAR WORK PLAN <sup>56</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		2019	2020	2021			Budget Description	Amount
<b>OUTCOME 1: MORO REVOLUTIONARY GROUPS SUCCESSFULLY TRANSITIONED TO CIVILIAN ROLES AND LEADERSHIP</b>								
<b>Output 1.1: MILF</b> successfully assisted to institute an architecture for a social movement/ organization, and to transfer at least a fourth of its civilian and military personnel to the movement/ organization.  Gender marker: GEN2	1.1.1 Joint plan of work developed between MILF and Muhammadiyah of Indonesia for capacity development for an MILF social movement/ organization;  1.1.2 Training and other capacity development undertaken for the social mobilizers of the new movement/ organization.  1.1.3 Initial induction and capacity development conducted for members of the new movement/ organization, with a special focus on MILF members and former combatants.  MONITORING	X	X		MILF, BTA, Muhammadiyah, UNDP	DFAT- Australia	71200 - International Consultant	33,000.00
							71300 - Local consultant	458.57
							75700 - Learning Cost	44,393.55
							71600 - Travel	27,091.26
							72500 - Supplies	401.25
							72300 - Materials and Goods	420.35
<b>Sub-Total for Output 1.1</b>		X	X	X				<b>105,764.97</b>
<b>Output 1.2: Moro groups</b> successfully assisted to develop a representative and effective leadership cadre for public administration and governance in the new BTA through a "School for Peace and Democracy."  Gender marker: GEN2	1.2.1 Appropriate curricula comprising of elements of democratic leadership, management, public administration, M&E, accountability, and negotiation developed;  1.2.2 Trainers deployed to deliver the curricula; this support can also be delivered through virtual courses, classroom training, and mentoring programmes.  1.2.3 Basic infrastructure of the facility installed, simultaneously with the	X	X	X	MILF, BTA, UNDP	DFAT- Australia	72600 - Grants	552,773.792
							71200 - International Consultant	5,000.00
							71300 - Local consultant	25,000.00
							75700 - Learning Cost	1,375.70
							71600 - Travel	58,180.64
							72500 - Supplies	14,121.79
							72300 - Materials and Goods	1,203.74
							71400 - Service Contract	1,261.06
								52,200.00

<sup>5</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>6</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.

	development of curricula and deployment of trainers.							71200 - International Consultant	720,416.81	
	1.2.4 Capacity for the longer-term maintenance of the facility developed.		X		X					
	MONITORING		X	X	X					
<b>Sub-Total for Output 1.2</b>										
<b>Output 1.3:</b> MILF combatants successfully assisted through the Independent Decommissioning Body, with the verification, registration, and decommissioning necessary to obtain assistance for more sustained rehabilitation efforts.  Gender marker: GEN2	1.3.1 Number of MILF combatants eligible for decommissioning verified:		X	X				75700 - Learning Cost	187,801.78	
	1.3.2 Registration facilities for combatants established, and combatants registered:		X	X				72300 - Materials & Goods	15,636.27	
	1.3.3 One-third of combatants decommissioned, with weapons being put "beyond use" by IDB		X	X				71600 - Travel	69,200.74	
	MONITORING		X	X				74200 - Comm.&Audio Visual Equip 74500 -Miscellaneous 72500-Supplies	11,887.78 62,200.32	
<b>Sub-Total for Output 1.3</b>										
<b>Output 1.4:</b> MILF successful assisted to establish credible outreach, including through its commanders and combatants, to the wider Moro community in support of its transition.  Gender marker: GEN2	1.4.1 Public presence and outreach, including on social media, established for the new social MILF social movement/ organization.		X					72600 - Grants 71400 - Service Contract	60,761.94 50,750.00	
	1.4.2 MILF Commanders capacitated to play leadership roles in transforming political and institutional cultures with Moro revolutionary groups, and to participate in the development of a wider curriculum to this effect.				X					
	1.4.3 MILF camps and commanders and camps assisted to develop and implement joint strategies for maintaining social cohesion, including on the prevention of violent extremism, during the period of economic and political transformation, including through new structures such as political parties and social movements; at least three major and three minor camps will be targeted for this support.				X					
	MONITORING		X	X						
<b>Sub-Total for Output 1.4</b>										
<b>Output 1.5:</b> Moro leaders successfully assisted to engage women, faith-based leaders, minorities and	1.5.1 MILF and MNLF leaders assisted to develop and implement specific workplans for the integration of roles and participation of women and minorities		X	X				MILF, MNLF, Insider Meditato DFAT-Australia	71300 - Local consultant 75700 - Learning Cost 71600 - Travel	687.85 29,090.32
<b>Sub-Total for Output 1.5</b>										
<b>111,511.94</b>										

<p>indigenous communities to create a framework and narrative for an Inclusive Bangsamoro identity.</p> <p>Gender marker: GEN2</p>	<p>into post-military organizations such as social movements and political parties.</p>				rs		72500 - Supplies 72300 - Materials and Goods 71400 - Service Contract	7,060,89 601,87 630,53 30,240,00		
	<p>1.5.2 Drawing on ongoing Moro visioning exercises and the leadership summit planned for early 2019, Moro leaders assisted to install social media platforms for interactive dialogue around a shared Bangsamoro identity; platforms could be installed at various Mindanao State University campuses.</p>	X	X							
<p><b>MONITORING</b></p>										
<p><b>Sub-Total for Output 1.5</b></p>										
<p><b>Output 1.6: BTA successfully assisted to integrate sensitivity to peacebuilding and diversity into all plans and programmes, thus helping to generate a narrative of a government concerned for all its citizens.</b></p> <p>Gender marker: GEN2</p>	<p>1.6.1 Sensitivity training implemented for all the members of the BTA civil service over its lifespan.</p>	X	X				71300 - Local consultant 75700 - Learning Cost 71600 - Travel 72500 - Supplies 72300 - Materials & Goods 74200 - Audio Visual&Print Prod Costs	24,687,85 103,090,32 37,060,89 40,601,87 12,630,53 10,000,00		
	<p>1.6.2 Initial training followed by close accompaniment by a technical team— under UNDP auspices—to assist critical line agencies (DILG; DSWD; DENR; DOH; DepEd) to integrate conflict sensitivity into plans and programmes during the first year of BTA.</p>	X	X			BTA, UNDP	DFAT- Australia			
	<p><b>MONITORING</b></p>									
	<p><b>Sub-Total for Output 1.6</b></p>									
<p><b>Output 1.7: Moro leaders successfully assisted to maintain a consensus-based and integrated vision as the basis for BTA policies and programmes</b></p> <p>Gender marker: GEN2</p>	<p>1.7.1 An inter-faith advisory group comprised of leaders of all faiths practiced in the core Bangsamoro territory established to advise BTA on issues pertaining to religious freedoms, address emerging challenges, and prevent the alienation of individual groups and communities; at least five initiatives in this regard undertaken by the advisory group.</p>	X	X	X			71300 - Local consultant 75700 - Learning Cost 71600 - Travel 72500 - Supplies 72300 - Materials and Goods 71400 - Service Contract	6,146,42 20,252,03 45,000,00 1,003,11 1,050,88 39,150,00		
	<p>1.7.2 Following the leadership summit in early 2019, a standing platform for all-Moro dialogue established for the duration of the BTA to ensure that the conclusions from the visioning exercises are translated into policies and actions by Moro leaders; Insider Mediators' Group, the only current entity with a cross-Moro membership, could host the platform.</p>	X	X	X		BTA, Moro Leaders, UNDP	DFAT- Australia			
<p><b>MONITORING</b></p>										
<p><b>Sub-Total for Output 1.7</b></p>										

	<b>Sub-Total for Output 1.7</b>				<b>112,602.44</b>
<p><b>Output 1.8:</b> BTA successfully assisted to establish platform for sustained coordination, partnership and collaboration with development partners, national and international, and to implement a shared M&amp;E system—with data visualization capabilities—for collective monitoring of its achievements.</p> <p>Gender marker: GEN2</p>	<p>1.8.1 Building on the donors' consultative forum established by the MILF Chair with UN assistance, and where support towards this end was specifically requested from UNDP, a mechanism for systematic consultation—with a substantive secretariat—established for the lifetime of the BTA under the auspices of the Office of the BTA Chair.</p> <p>1.8.2 Shared M&amp;E system with data visualization established for the overall BTA workplan for its three-year duration and housed with the Office of the BTA Chair.</p>	<p>X</p> <p>X</p> <p>X</p>	<p>BTA, UNDP, UN Agency</p> <p>DFAT-Australia</p>	<p>71300 - Local consultant 75700 - Learning Cost 71600 - Travel 72500 - Supplies 72300 - Materials and Goods</p>	<p>10,000.00 29,556.33 34,121.79 1,203.74 1,261.06</p>
<p><b>MONITORING</b></p>	<p>X</p>	<p>X</p>	<p>X</p>		<b>76,142.92</b>
<p><b>Sub-Total for Output 1.8</b></p>					
<p><b>OUTPUT 2: SECURE AND RESILIENT COMMUNITIES SUCCESSFULLY ADDRESS FACTORS DRIVING VIOLENT EXTREMISM</b></p>					
<p><b>Output 2.1:</b> Women leaders empowered to challenge violent radicalization through social media platforms on campuses and community spaces.</p> <p>Gender marker: GEN2</p>	<p>2.1.1 Female ulama (alimat) and ustadja (teachers) assisted to develop—through select civil society organizations (Kadtabanga, Merdeka, Teach Peace Build Peace)—a framework for assessing risks of violent extremism in their families and communities and providing an early psychosocial as well as theological response; specific attention will be paid to remoter areas where unaffiliated schools and religious institutions proliferate.</p>	<p>X</p> <p>X</p> <p>X</p>	<p>Women Leaders, NGOs (Kadtab anga, Merdeka, Teach Peace Build Peace), UNDP</p> <p>DFAT-Australia</p>	<p>72600 - Grants 1100 - Salary - FT 61100 - Salary - FT 71300 - Local consultant 75700 - Learning Cost 71600 - Travel 72500 - Supplies 72300 - Materials and Goods</p>	<p>90,000.00 73,984.63 687.85 29,090.32 7,060.89 601.87 630.53</p>
<p><b>Output 2.2:</b> National agencies supported to develop and implement detailed programming for the draft National Action Plan on PCVE, currently being finalized, in a consultative and inclusive manner</p> <p>Gender marker: GEN2</p>	<p>2.2.1 Detailed consultations on specific interventions under the NAP-PCVE held with concerned LGUs; critical sectors; and line agencies to develop specific workplans for implementation.</p> <p>2.2.2 Bureau for Jail Management and Penology (BJMP) and other relevant agencies assisted to develop and implement—drawing on current work as well as experiences from the wider SE Asian region—effective strategies for deradicalization.</p>	<p>X</p> <p>X</p> <p>X</p>	<p>NCMF, OPAPP, NSC, DILG, AFP, PNP, BJMP, LGUs, UNDP</p> <p>DFAT-Australia</p>	<p>71300 - Local consultant 61100 - Salary - FT 75700 - Learning Cost 71600 - Travel 72500 - Supplies 72300 - Materials and Goods</p>	<p>26,255.35 60,889.07 15,000.00 10,500.00 500.00 500.00</p>
	<b>Sub-Total for Output 2.1</b>				<b>202,056.09</b>

	2.2.3 Government assisted to develop and implement a strategic communications strategy around the NAP-PCVE as well as its wider engagement with this issue, with a focus on public participation and engagement with officials via online platforms; currently there is no online venue for government-civic dialogue on PCVE.	X	X	X			
	MONITORING	X	X	X			
	<b>Sub-Total for Output 2.2</b>						<b>113,644.42</b>
<p><b>Output 2.3: Building on current civic initiatives for developing alternative narratives, faith-based and student leaders successfully assisted to develop standing mechanisms for coordination, alignment, cooperation in this area, and a critical mass of collective impact.</b></p> <p>Gender marker: GEN2</p>	2.3.1 Standing platform for dialogue on alternative narratives, and the development of an overall framework in this regard inclusive of different theological schools, established among leaders of both formal ulama institutions as well as informal entities; the National Commission of Muslim Filipinos, the ARMM/BTA Darul Ifta, and Mindanao State University will be among the partners.	X	X	X	Dar-ul-Ifta (Ulama Council) of BARMM, MSU, Student Leaders, UNDP	DFAT-Australia	71300 - Local consultant 75700 - Learning Cost 71600 - Travel 72500 - Supplies 72300 - Materials and Goods 48,483.86 11,768.16 1,655.77 1,050.88
<p>2.3.2 Islamic student, youth, and faculty associations in major educational institutions in the Bangsamoro area assisted to develop—through both curricular and extra-curricular interventions—systematic approaches to addressing deradicalization.</p> <p>MONITORING</p>	X	X	X				
<b>Sub-Total for Output 2.3</b>							<b>64,105.09</b>
<p><b>Output 2.4: Eighteen local governments in Lake Lanao area—already identified with OPAPP and DILG—successfully assisted to establish effective, operational early-warning-and-response mechanisms to deal with imminent threats to peace-and-security</b></p> <p>Gender marker: GEN2</p>	2.4.1 Operational components of effective early-warning-and-response systems identified by concerned LGUs (mayors of Butig and Piagapo have already drawn up operational components with UNDP/OPAPP support).	X	X	X	OPAPP, DILG, LGU-LDS, UNDP	DFAT-Australia	71400 -Service Contract 71300- Local Consultant 7300 - Local consultant 75700 - Learning Cost 71600 - Travel 72500 - Supplies 72300 - Materials and Goods 186,655.00 71,694.81 12,687.85 29,090.32 7,060.89 601.87 630.53
2.4.2 LGUs assisted to develop resource mobilization and partnership (drawing on civic organizations capacitated with DFAT support) strategies for EWFR systems.	X	X	X				
2.4.3 At least nine LGUs supported to identify and address up to six potential threats	X	X	X				



	during the first eighteen months of the project reporting period.								
	MONITORING	X	X	X					
	<b>Sub-Total for Output 2.4</b>								<b>295,733.42</b>
Project Management	Personnel	X	X	X	UNDP	DFAT- Australia	61100- Salary - FT 71400 -Salary - PS 72400 - Communic & Audio Visual 72500 - Supplies 72300 - Mat & Goods 73100 - Rental & Maintenance-Premises 74100 - Professional Services (audit) 75700- Learning cost 71600 - Travel		35,082.06
	Operating Cost	X	X	X					13,584.91
	Monitoring & Support /Audit	X	X	X					13,584.91
									57,132.08
	<b>Sub-Total for Project Management</b>								<b>460,000.00</b>
Evaluation	EVALUATION		X	X		DFAT- Australia	71400- Midterm/Terminal evaluation 71600 - Travel		36,000.00
General Management Support		X	X	X		DFAT- Australia	75100 – Facilities and Administration		<b>292,888.89</b>
<b>GRAND TOTAL</b>									<b>3,954,000.00</b>

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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

A Project Advisory Board will be established to:

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

The Project Advisory Board members are:

- The Project Board Executive: represented by the UNDP Resident Representative or the Deputy Resident Representative and the Donor Representative (DFAT-Australia) who will act as Co-Chairs of the Board
- Project Beneficiaries: Government Agency Representatives (such as OPAPP and NEDA), Civil Society Organization Representatives (CSOs) or Community-Based Organizations (CBOs).

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

The Resilience and Peace Building Unit (RPBU) will provide project management and support services in close coordination with the primary responsible partner and the other Responsible Parties.

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

**The specific responsibilities** of the Project Manager would include the following:

*Overall project management:*

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

*Running a project*

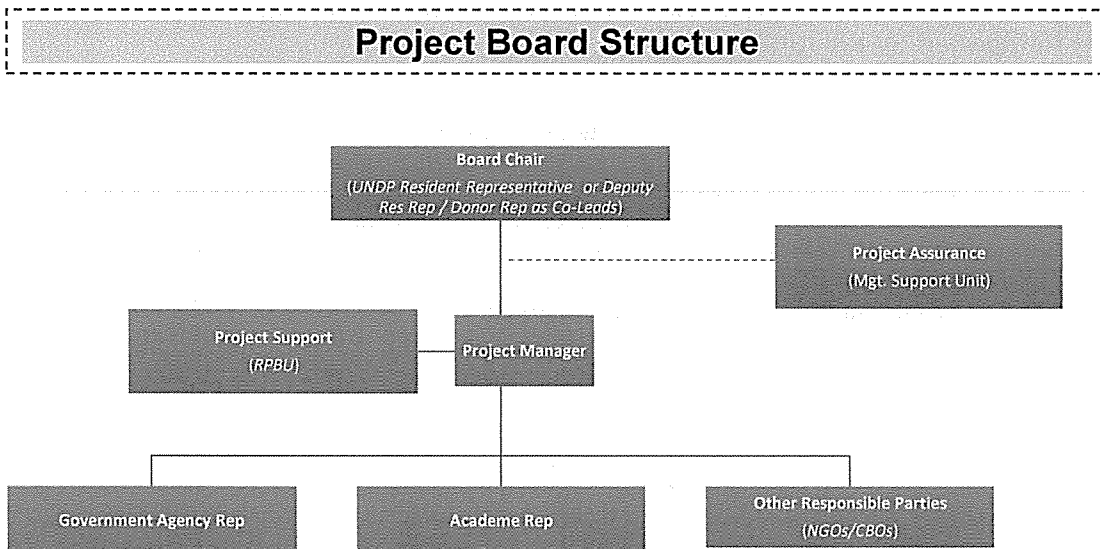
- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;

- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

*Closing a Project*

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

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



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## IX. LEGAL CONTEXT

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

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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## X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>7</sup> [UNDP funds received pursuant to the Project Document]<sup>8</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aa\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aa_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

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<sup>7</sup> To be used where UNDP is the Implementing Partner

<sup>8</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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

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

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

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

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

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities

shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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## **XI. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Risk Analysis.**
- 4. TOR of Project Board and Project Manager**

## ANNEX [2]. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

### Project Information

<b>Project Information</b>	
1. Project Title	STABILIZATION, RECOVERY, AND TRANSFORMATION for PEACE (START-PEACE): A UNDP Programme in Support of Lasting Peace in the Bangsamoro Autonomous Region on Muslim Mindanao (BARMM)
2. Project Number	00113266
3. Location (Global/Region/Country)	BARMM, Mindanao, Philippines

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

<b>QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?</b>
<b><i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i></b>
The Project will support the transition of the Moro Islamic Liberation Front (MILF) combatants into productive members of mainstream society, from which they have been excluded for so long and will contribute to the prevention of violent extremism which has adverse impact on the enjoyment of human rights.
<b><i>Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment</i></b>
As part of its outputs, the Project seeks to empower women leaders so that they can become effective in countering violent extremism in the communities.
<b><i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i></b>
The project will ensure that the affected residents where the training facility (i.e. School for Peace and Democracy) will be established, will be consulted so that there is very minimal adverse impact to the environment or to the social interactions in the communities.

## Part B. Identifying and Managing Social and Environmental Risks

<b>QUESTION 2: What are the Potential Social and Environmental Risks?</b> <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>	<b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b> <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>	<b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b>		
<b>Risk Description</b>	<b>Impact and Probability (1-5)</b>	<b>Significance (Low, Moderate, High)</b>	<b>Comments</b>	<b>Description of assessment and management measures as reflected in the Project design. If ESA or SESA is required note that the assessment should consider all potential impacts and risks.</b>
Risk 1 : The training facility will pose as a target for extremists and therefore put the nearby communities and constructors at risk of being caught in the crossfire.	I = 3 P = 3	Moderate		The selected site will be sufficiently secured jointly by the GPH and the MILLF to ensure that deterrents are in place to dissuade potential attackers.
Risk 2: The training facility may cause adverse environmental impact if it is built in areas that have rich biodiversity and / or considered to be protected areas.	I = 4 P = 1	Low		The Project will conduct social and environmental scanning procedures to ensure that the construction of the School for Peace and Democracy will have minimal impact on the environment.
Risk 3: The construction of the training facility will have social impact if it is erected in such a way that it will displace populations or minimize social interaction or disrupt economic activities in the area.	I = 3 P = 1	Low		The Project will conduct social and environmental scanning procedures to ensure that the construction of the training facility will have minimal impact on the social fabric.
<b>QUESTION 4: What is the overall Project risk categorization?</b>				
Select one (see SESP for guidance)			<b>Comments</b>	
<input checked="" type="checkbox"/> <b>Low Risk</b>			The project has no significant risk to social and environment since the project will conduct SESP procedures	
<input type="checkbox"/> <b>Moderate Risk</b>				
<input type="checkbox"/> <b>High Risk</b>				
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>				



	Check all that apply	Comments
<b>Principle 1: Human Rights</b>	<input type="checkbox"/>	
<b>Principle 2: Gender Equality and Women's Empowerment</b>	<input checked="" type="checkbox"/>	
1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>	
2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	
3. Community Health, Safety and Working Conditions	<input checked="" type="checkbox"/>	
4. Cultural Heritage	<input type="checkbox"/>	
5. Displacement and Resettlement	<input checked="" type="checkbox"/>	
6. Indigenous Peoples	<input type="checkbox"/>	
7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

**Final Sign Off**

<b>Signature</b>	<b>Date</b>	<b>Description</b>
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>	
<b>Principles 1: Human Rights</b>	<b>Answer (Yes/No)</b>
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>9</sup>	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	Yes
<b>Principle 2: Gender Equality and Women's Empowerment</b>	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 Would Project activities pose risks to endangered species?	No
1.5 Would the Project pose a risk of introducing invasive alien species?	No
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No

<sup>9</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>10</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	Yes
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	Yes
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>11</sup>	No

<sup>10</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

<sup>11</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

## ANNEX [3]. OFFLINE RISK LOG

Project Title		STABILIZATION, RECOVERY, AND TRANSFORMATION for PEACE (START-PEACE) Project						Award ID	Date
								00113222	March 2019
#	Description	Date Identified	Type	Impact & Probability 1=Very Low 5=Very High	Counter-measures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Possibility of major outbreaks of violence caused by other armed group and other violent extremist groups in the Bangsamoro region	March 2019	Political	P = 3 I = 4	Continued support for capacity enhancement of Normalization bodies/mechanisms Regular assessment of peace and security situation and close coordination with peace and security sector	Programme manager	Programme manager	March 2019	No change
2	Differences in political and religious perspectives among project stakeholders leading to difficulties in project implementation	March 2019	Environmental Political	P = 3 I = 4	Conduct of regular consultation and dialogue initiatives among various stakeholders	Programme manager	Programme manager	March 2019	No change
3	Local environment, such as leader (religious, political, civic) attitude and practices, may not be supportive to capacity-development initiatives on dialogue, mediation, conflict resolution and other initiatives on prevention of violent extremism (e.g., common framework for Islamic teaching and preaching)	March 2019	Environmental	P = 3 I = 4	Regular mapping / assessment of peace and conflict dynamics, along with stakeholder positions, interests and needs Conduct of dialogues and consultation initiatives to facilitate consensus building on capacity development interventions for PVYE	Programme manager	Programme manager	March 2019	No change
4	The training facility will pose as a target for extremists and therefore put the nearby communities and constructors at risk of		Moderate	P = 3 I = 3	The selected site will be sufficiently secured jointly by the GPH and the MILF to ensure that deterrents are in place to dissuade potential attackers.	Programme manager	Programme manager	March 2019	No change

#	Description	Date Identified	Type	Impact & Probability 1 = Very Low 5 = Very High	Counter-measures / Management response	Owner	Submitted, updated by	Last Update	Status
	being caught in the crossfire.								
5	The training facility may cause adverse environmental impact if it is built in areas that have rich biodiversity and / or considered to be protected areas.		Low	P = 2 I = 4	The Project will conduct social and environmental scanning procedures to ensure that the construction of the School for Peace and Democracy will have minimal impact on the environment.	Programme manager	Programme manager	March 2019	No change
6	The construction of the training facility will have social impact if it is erected in such a way that it will displace populations or minimize social interaction or disrupt economic activities in the area.		Low	P = 2 I = 4	The Project will conduct social and environmental scanning procedures to ensure that the construction of the training facility will have minimal impact on the social fabric.	Programme manager	Programme manager	March 2019	No change

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## **ANNEX [4]. TERMS OF REFERENCE OF PROJECT BOARD AND PROJECT MANAGER**

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

**Project 00113222 - STABILIZATION, RECOVERY, AND TRANSFORMATION for PEACE (START-PEACE): A UNDP Project in Support of Lasting Peace in the Bangsamoro Autonomous Region on Muslim Mindanao (BARRM)**

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

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

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

#### **Composition and organization:**

This group contains three roles, including:

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

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

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

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

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

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

## Specific responsibilities:

### **Defining a project**

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

### **Initiating a project**

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

### **Running a project**

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

### **Closing a project**

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



## Terms of Reference of the Project Manager

Project 00113222 - *STABILIZATION, RECOVERY, AND TRANSFORMATION for PEACE (START-PEACE): A UNDP Project in Support of Lasting Peace in the Bangsamoro Autonomous Region on Muslim Mindanao (BARRM)*

### Overall responsibilities:

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

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

### Specific responsibilities:

#### **Overall project management:**

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

#### **Running a project**

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

#### **Closing a Project**

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

