

PROJECT DOCUMENT

Philippines



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Project Title: Assistance for the Normalisation Process of the Decommissioning of MILF Combatants and for Security Enforcement in the Peace Process

Project Number: 00113266

Implementing Partner: UNDP Philippines

Start Date: 18 March 2019

End Date: 17 March 2020

PAC Meeting date: April 2019

Brief Description

After more than 40 years of the conflict in Mindanao, a historical milestone was achieved when the Philippine Congress passed the Bangsamoro Organic Law (BOL) in July 2018. Subsequently, the Government of the Philippines (GPH) conducted plebiscites on 21st January and on 6th February 2019 to obtain the citizen's feedback on the ratification of the BOL—to which there was positive response and even the inclusion of additional cities and municipalities under the newly established Bangsamoro Autonomous Region of Muslim Mindanao or BARMM. The President has also appointed the members of the Bangsamoro Transitional Authority (BTA) as interim government until the establishment of the Bangsamoro Government, which is envisioned to be up and running by July 2022. To respond to the urgent need of advancing the successful transition towards peace and to prevent a step backwards, assistance for the Normalisation Phase is deemed crucial.

Normalisation is the process where communities can achieve sustainable livelihood and political participation within a peaceful deliberative society. In other words, the assistance for the Normalisation Process will contribute, not only to decommissioning of combatants, but also to ensuring security which would enable peacebuilding practitioners to safely conduct their missions effectively and efficiently on the ground. Hence, this project aims to ensure urgent support to secure the security and stability in post-conflict Bangsamoro and to assist the implementation of the Normalisation Phase.

Contributing Outcome (UN PFSD Outcome 3):

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

Indicative Output(s) with gender marker²: GEN2

- (1) Operational capacities of the Joint Peace and Security Teams (JPSTs) improved.
- (2) Management capacity of the Joint Peace and Security Committee (JPSC) enhanced.
- (3) Implementing capacity of the Independent Decommissioning Body (IDB) strengthened.
- (4) Supervisory and coordination capacities of the Joint Normalisation Committee (JNC) improved.
- (5) Conflict and gender sensitivity integrated into the operations of the JPSTs.

Total resources required:	USD 3,018,437.00	
Total resources allocated:	UNDP TRAC:	
	Japan:	USD 3,018,437
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures)¹:

UNDP
Print Name: Titon Mitra, Resident Representative:
Date: APR 08 2019

¹ Note: Adjust signatures as needed

² 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)

I. DEVELOPMENT CHALLENGE

The Bangsamoro Autonomous Region in Muslim Mindanao (hereafter, the Bangsamoro) has struggled with its right to self-determination and self-government against the Government of the Philippines (GPH) for over four decades. The armed conflict, which began in the 1970s, pitted the GPH (which strove to maintain national unity) against the Moro National and Islamic non-state actors, (who campaigned for secession and regional autonomy). The cost of the conflict was enormous; more than 120,000 people were killed and 2 million individuals were displaced². When the 1996 Final Peace Agreement was signed between the GPH and the Moro National Liberation Front (MNLF), a huge faction broke-off and organized the Moro Islamic Liberation Front (MILF), which continued the armed conflict. In 2014, under the Comprehensive Agreement on the Bangsamoro (CAB), the MILF agreed to decommission its armed wing in return for the establishment of an autonomous Bangsamoro. Subsequently, lengthy negotiations on the implementation of the aspects (annexes on normalization, economic and power sharing, and security) of the CAB, coupled with violent extremist actions that had increased since 2010, caused a delay in the passage of the proposed Bangsamoro Basic Law or BBL.

The costly five-month long siege of Marawi City by violent extremists in 2017 subsequently prompted lawmakers to reconsider the situation and convinced them to hasten the passage of the BBL. Eventually, the Bangsamoro Organic Law (BOL) was enacted on 26th July 2018, which is a crucial and historic milestone towards the establishment of the Bangsamoro Transition Authority (BTA) and the BARMM.

The CAB includes the Annex on Normalisation, which provides for processes and mechanisms to facilitate the smooth transition for the MILF's Bangsamoro Islamic Armed Forces (BIAF) to productive civilian life. The transition starts with decommissioning of the BIAF forces and weapons. Decommissioning is defined not only as the process of disarmament, but also as the process of facilitating the BIAF's return to civilian lives. The transition of MILF combatants to civilians is a complicated but necessary step in establishing a peaceful Bangsamoro region with more productive civilians who are expected to contribute to the economic and political development of the region.

In general, the Normalisation Process needs to be assisted by various stakeholders for the process to be effectively achieved as it is a very complicated and politically sensitive process. This assistance would also contribute to the achievement of stability and prosperity in Mindanao. In this respect, this project can emphasise local initiative, aiming to encourage a further sense of ownership as well as an implementation capacity of the GPH and the MILF.

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 as articulated in Chapter 17 and 18 of the Philippine Development Plan 2017-2022, respectively.

Under Chapter 17 on attaining just and lasting peace, the GPH 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 GPH will pursue the following: 1) the meaningful implementation of the agreement with the MILF towards healing in the Bangsamoro through an enhanced approach and roadmap for the implementation of the CAB and its annexes, in close partnership with the MILF and 2) the completion of the implementation of the remaining commitments under the GPH and the MNLF Final Peace Agreement. The GPH will also try to implement peace promoting and catch-up socioeconomic development in conflict affected areas; empower communities by increasing their capacity to

² Reuters (2018) Philippine rebels begin campaign for Muslims' approval of autonomy law, World News, 29 July 2018. Available at <https://www.reuters.com/article/us-philippines-autonomy-rebels/philippine-rebels-begin-campaign-for-muslims-approval-of-autonomy-law-idUSKBN1KJ08X>, Accessed 23/08/2018

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

Under Chapter 18 on ensuring security, public order and safety, the GPH 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 radicalisation 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 on peace and security, this project will contribute to enhancing the responsiveness of government's peace and development institutions to the Normalisation Process and the Peace Process.

UN Policy Framework

The Project 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 consistent with the UNDP Philippines Country Programme Document (CPD) 2019-2023 Outcome 3, which envisages that "National and local governments and key stakeholders recognise 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".

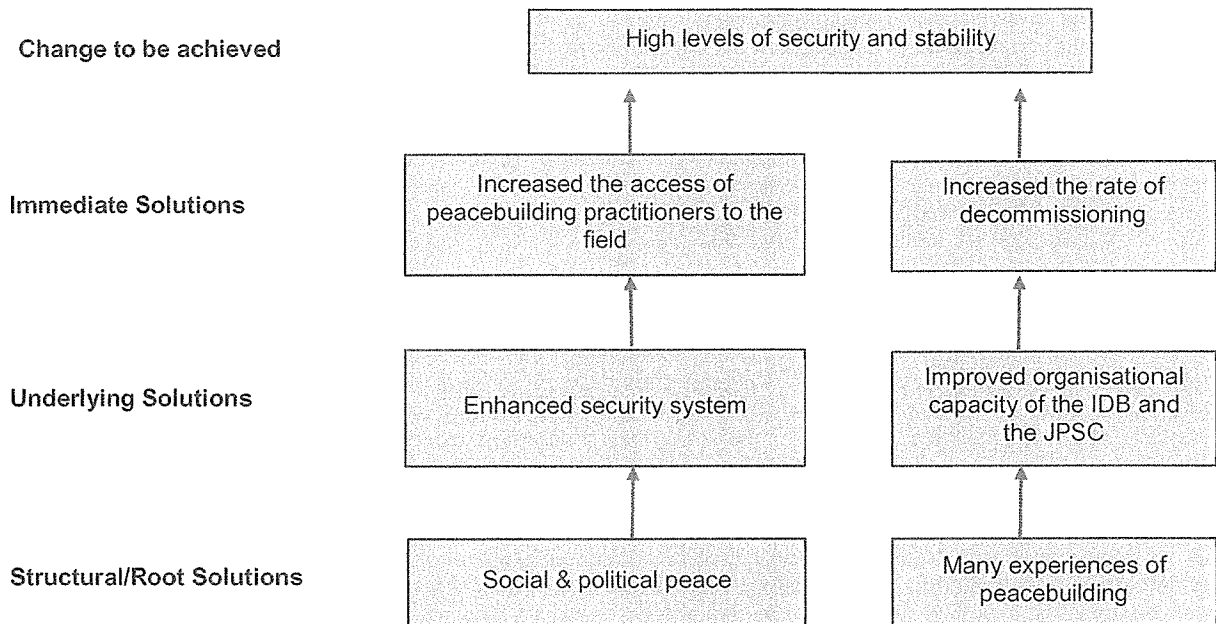
In this context, it is particularly aligned with Outcome 3.1, which seeks to promote "effective participation of former combatants in local governance, public administration, and political processes supported to secure lasting peace", and with Outcome 3.2, which emphasises that "platforms for transitional justice and community security established and operationalised to respond to the deep sense of marginalisation".

The project also supports the achievement of Sustainable Development Goal 16 (Peace, Justice and Institutions), which 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

In order to achieve high levels of security and stability in Mindanao, the support from two streams is important: 1) increasing the rate of decommissioning; and 2) increasing the access of peacebuilding practitioners to the field. Among the organisations which can work on these two areas, the most crucial ones at this stage are the Independent Decommissioning Body (IDB), and the Joint Peace and Security Committee (JPSC) / the Joint Peace and Security Teams (JPSTs) respectively. To successfully pursue their respective mandates, these organizations will require vehicles and equipment. Thus, this project will focus on providing capacity development and procurement assistance to these three organisations so that they will be able to smoothly and efficiently implement the security agreement between the GPH and the MILF.

Solution Tree Pathway



C. UNDP's Support

The UNDP, through the generous funding support of the Government of Japan, will monitor and evaluate the project on the basis of the Development Assistance Committee (DAC) Criteria for Evaluating Development Assistance, which adopt a set of five principles: Relevance, Effectiveness, Efficiency, Impacts and Sustainability³.

- **Relevance:** As explained earlier, with the enactment of the BOL in July 2018, the GPH and the MILF can now fully pursue the decommissioning of the combatants. Due to the stability and the development in the Bangsamoro region, the objective of this project is highly linked to the national and the regional needs.
- **Effectiveness:** Reinforcing the capacities of the JPSTs, the JPSC and the IDB will enable the promotion of a comprehensive approach to the Normalisation Process as these organizations will compose the core institutions.
- **Efficiency:** The UNDP has long been implementing peacebuilding projects and has developed extensive networks among various stakeholders in Mindanao. It has also effectively positioned itself well as a neutral party that has gained the respect of various non-state actors. Thus, the assistance through the UNDP will allow the project to efficiently undertake capacity development and procurement. Additionally, it is estimated that the inputs provided through the project will be needed and used by the JPSTs, the JPSC and the IDB. The project will then achieve a high degree of efficiency.
- **Impacts:** As this project supports the Normalization Phase of the Peace Process, this Project will have a high impact on the transition of combatants into civilians and towards maintaining stability in the region.

³ OECD (1991) *The DAC Principles for the Evaluation of Development Assistance*

- **Sustainability:** The JPSTs shall be the operating units composed of contingents of the Armed Forces of the Philippines (AFP), the Philippine National Police (PNP), and the BIAF. The establishment of this collaborative security body will be an epoch-making experiment in peacebuilding operations in the world as a good practice. The participating BIAF will be expected to transfer to the AFP or the Bangsamoro Police, which means that their experiences working on the JPSTs will continue to secure the peace and stability of the region.

Moreover, after the JPSTs are dissolved, the stations will be expected to be used as multi-purpose halls or branch police stations. In the project, the UNDP will also conduct maintenance workshops for vehicles, which are targeted to the 10 JPSTs / 300 personnel. By the end of project implementation, it is envisioned that the BTA will be able take charge of the maintenance and repair of the vehicles as well as the stations.

The UNDP shall assume full programmatic responsibility and financial accountability for the funds provided by the Japanese Government. The UNDP shall engage in partnerships with government agencies, non-government organisations, consultants (individual and firm) and other parties to provide goods, services or expertise to enable the execution of specific project activities. Experienced third-party service providers with relevant resources and machinery will also be engaged especially in the implementation of activities, involving the construction of resilient infrastructure.

Under the Project, UNDP will provide technical support in terms of project quality assurance as well as monitoring, reporting and evaluation.

D. Rationale of the UNDP

As for the justification for the project being undertaken by the UNDP, the organization has started support to the Peace Process in Mindanao since 1996 when a Final Peace Agreement was signed between the GPH and the MILF, accumulating experiences, skills and networks to broker a cease-fire and to build peace in Mindanao. Since 2012, the UNDP has run nine peacebuilding programmes with funding support from Australia, the EU, the UK, South Korea, Japan, etc., which amount to around USD 26.59 million in total.

With respect to the Normalisation Process, the UNDP has been providing support to the independent bodies and for the operationalisation of the Framework Agreement on the Bangsamoro (FAB) since 2013 (USD 4.1 million). UNDP's support includes technical advice on key issues in the transition, including governance, economic development, combatant transition and security, with the support for the Bangsamoro Transition Commission (BTC), the JNC and the Transitional Justice & Reconciliation Commission. Additionally, to hasten the implementation of government's normalisation programme, the Office of the Presidential Advisor on the Peace Process (OPAPP) has requested the UNDP to support the JNC's operational costs, the establishment of JPSTs, IDB Verification and Monitoring Assistance Team, etc. This is a yearly project from December 2017 to 2018 (USD 12.9 million).

Hence, the UNDP has actively supported peacebuilding in Mindanao, including playing a facilitative role in the enactment of a peace agreement between the GPH and the MILF in 1996. As a leading development partner of the Philippine Government in the Philippines and a mediator trusted by the non-state actors, UNDP is uniquely qualified to implement development projects and undertake advisory support in the Bangsamoro.

III. RESULTS AND PARTNERSHIPS

A. Expected Results

The main outcomes of this project are to assist the decommissioning of the MILF's armed forces and to promote security and stability in the Bangsamoro region under the Comprehensive Agreement on Bangsamoro (CAB).

Specifically, the project's expected outputs are as follows:

- 1) Improved ability of Joint Peace and Security Teams (JPSTs) to reduce community security risks through the establishment of facilities (monitoring stations) and acquisition of transport and communications equipment.
- 2) Enhanced capacity of the Joint Peace and Security Committee (JPSC) to monitor community security through the acquisition of transportation vehicles.
- 3) Strengthened implementing capacity of the Independent Decommissioning Body (IDB) to promote validation and registration processes of MILF combatants and weapons as a crucial part of the Normalisation Process through the acquisition of transport vehicles and office equipment.
- 4) Improved supervisory and coordination capacities of the Joint Normalisation Committee (JNC) through advisory and technical support.
- 5) Improved ability of JPSTs to reduce community security risks through the integration of conflict and gender sensitivity into their operations.

B. Resources Required to Achieve the Expected Results

To effectively implement the project, UNDP will:

- Deploy qualified personnel and collaborate with experts as appropriate;
- Coordinate with partner institutions (independent bodies, government and non-government; local and international) in the conduct of project activities;
- 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 partner with the following stakeholders in the implementation of this project: The Embassy of Japan as a donor; the JNC as a coordinating institution of the Normalisation Process; OPAPP as an overseeing agency for the Peace Process. As beneficiaries, the JPSC as an operational and policy-making body under the JNC, the JPSTs as operating units to secure peace and security under the JPSC, and the IDB as a body for supporting the decommissioning process of MILF combatants and weapons. Local government units as land management bodies; private sector as suppliers of procurement items, constructors and technicians; and media.

D. Risks and Assumptions

One key assumption that underpins the theory of change presented above is that the GPH, the MILF and various stakeholders will continue to pursue the Bangsamoro Peace Process and the Normalisation Process. There is a medium risk that parts of the peace agenda may not be effectively pursued, causing dissatisfaction among groups and a possible recurrence of armed conflict. Armed groups may also engage in violent actions that may derail progress in the Peace Process. 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.

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

Another assumption pertains to the capacities of the OPAPP to arrange and manage joint mechanisms of the JNC, and to take charge of necessary registration processes and required liquidation. In this project, the OPAPP

is the only one legal entity. Therefore, the OPAPP is responsible for the registration of vehicles and radio licenses, and for the payment of the taxes that will be incurred in the transfer of the facilities, equipment and vehicles that are procured under the project. There is a medium risk that the delay of these registration processes and liquidation processes may hamper the transfer of procurement items. To mitigate this, the conduct of regular coordination meetings, consultations and dialogues with the OPAPP will be undertaken.

One possible operational risk is that the vehicles and other procurement items, if transferred to OPAPP, may after the end of the project be used beyond this project scope. Once concerns over this is raised by Project advisory board, UNDP will reach an agreement with OPAPP over the appropriate use of these items, or not transfer them at the end of the project implementation and coordinate with the donor the use of the same to other initiative, or in the event the vehicles will be transferred to OPAPP, upon project closure, the Philippine Government Vehicle Policies and Regulations on the Proper Use of Government Vehicles (COA Circular No. 75-6 / DBM BC 2017-01 / Administrative Order No. 239) will continue to be applied and accountability retained by OPAPP.

E. Stakeholder Engagement

The primary target groups for the project include the JPSTs, the JPSC and the IDB as direct beneficiaries of the facilities, vehicles and equipment. Additional specific partnership will be established in the course of project implementation with the JNC, the OPAPP and the Embassy of Japan. Throughout the implementation of the project, platforms of multi-sectoral, multi-level stakeholder engagement will be established and sustained.

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 national experiences on normalisation, combatant transformation, conflict transformation, peacebuilding and resilience to better inform the Philippines' own efforts.

G. Knowledge

The project will document good practice and lessons learned in the course of project implementation. It will support internal discussions among the JNC to build knowledge and develop its capacities to promote the Normalisation Process. Additionally, the public will be informed of the contributions and achievements for the Normalisation Process through this project via UNDP social media.

H. Sustainability and Scaling Up

As explained in the above section of 'UNDP Support', this project will emphasise sustainability of the peace and stability of the Bangsamoro region through the assistance to the JPSTs. Capacities, systems, mechanisms, skills and knowledge on conflict prevention and peacebuilding which will be developed by the project will have been put in place among the JNC, the OPAPP, local government units and local stakeholders. At the end of the project implementation, the UNDP will have encouraged the BTA to take charge of maintenance and repair of the procured items, including JPST stations and vehicles, which will lead to the project sustainability.

IV. PROJECT MANAGEMENT

A. Cost Efficiency and Effectiveness

Project implementation will be done in coordination with various stakeholders, particularly the beneficiaries. The project will also be reviewed at the mid-point of the project to ensure that the original theory of change still holds and any necessary adjustment of interventions will entail minimal costs.

B. 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 JNC, and the IDB, contributing development partners, civil society, and academia, and co-chaired by the UNDP Resident Representative and the Donor Representative. The Project Board will meet at least once a year (or more often as needed) to review implementation and provide detailed substantive guidance.

Under the guidance of the Deputy Resident Representative and the direct supervision of the UNDP Senior Adviser on Peacebuilding and PVE, a Project Manager will manage the day-to-day operations of the Project. The manager will provide quarterly reports on the progress of project implementation. The quarterly reports will include an analysis of the environment of risks and opportunities for the programme, and suggestions for risk mitigation for the consideration of 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 FRAMEWORK⁴

Intended Outcome as stated in the Philippines' Partnership Framework for Sustainable Development (PFSD, formerly UNDAF), Country [or Global/Regional] Programme Results and Resource Framework: Outcome 3 (2019-2023)

National and local government 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.

Intended Outcome as stated in Strategic Plan IRRF 2018-2021:

Outcome 3: Strengthen resilience to shocks and crises

Outcome Indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets (UNDAF 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*

Outcome 3 Indicators as stated in Strategic Plan IRRF 2018-2021:

- *Number of forcibly displaced people (millions), disaggregated by type (refugees, asylum seekers, internally-displaced persons) and by sex and age to the extent possible (Baseline: TBD, Targets: TBD)*
- *Conflict-related deaths per 100,000 population, by sex, age and cause (Baseline: TBD, Targets: TBD)*

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

- *Output 3.2.1: National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities*
- *Output 3.2.2: National and local systems enabled and communities empowered to ensure the restoration of justice institutions, redress mechanisms and community security*
- *Output 3.3.1: Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies*
- *Output 3.3.2: Gender-responsive and risk-informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies*

Project title and Atlas Project Number:

Assistance for the Normalisation Process of the Decommissioning of MILF Combatants and for Security Enforcement in the Peace Process / Project ID 00113266

⁴ 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.

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵	DATA SOURCE	BASELINE		Targets (by frequency of data collection, cumulative)		DATA COLLECTION METHODS & RISKS
			Value	Year	2019	2020	
Output 1 Improved Operational capacities of the Joint Peace and Security Teams (JPSTs).	1.1 No. of JPST stations constructed and operational.	JNC	0	2018	8	2	Progress Reports and Minutes of Meetings <i>Risks: Due to insecure sites, constructors might hesitate to work on the ground, which will delay building construction work.</i>
	1.2 No. of generators installed and operational in the JPST stations.	JNC	0	2018	8	2	Progress Reports and Minutes of Meetings <i>Risks: Delivery is dependent on the completion of the JPST stations.</i>
	1.3 No. of solar panels installed and operational in the JPST stations	JNC	0	2018	8	2	Progress Reports and Minutes of Meetings <i>Risks: Delivery is dependent on the completion of the JPST stations.</i>
	1.4 No. of military grade radio sets installed and operational in the JPST stations.	JNC	0	2018	4	2	Progress Reports and Minutes of Meetings <i>Risks: Delivery is dependent on the completion of the JPST stations.</i>
	1.5 No. of mobile whip antennas and cables installed and operational	JNC	0	2018	1	1	Progress Reports and Minutes of Meetings
	1.6 No. of motorcycles delivered to the JPST	JNC	0	2018	20	20	Progress Reports and Minutes of Meetings
	1.7 No. of Vehicles (canter type) delivered to the JPST	JNC	0	2018	2	1	Progress Reports and Minutes of Meetings

⁵ 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 ⁵	DATA SOURCE	BASELINE		Targets (by frequency of data collection, cumulative)		DATA COLLECTION METHODS & RISKS
			Value	Year	2019	2020	
	1.8 No. of Vehicles (Pick-up type) delivered to the JPST.	JNC	0	2018	15	5	Progress Reports and Minutes of Meetings
Output 2 Enhanced management capacity of the Joint Peace and Security Committee (JPSC).	2.1 No. of Vehicles (Pick-up type) delivered to the JPSC.	JNC	0	2018	1	0	Progress Reports and Minutes of Meetings
	2.2 No. of Vehicles (SUV type) delivered to the JPSC.	JNC	0	2018	1	0	Progress Reports and Minutes of Meetings
Output 3 Strengthened operational capacity of the Independent Decommissioning Body (IDB).	3.1 No. of Vehicles (SUV type) delivered to the IDB.	IDB	0	2018	1	1	Progress Reports and Minutes of Meetings
	3.2 No. of Vehicles (Van type) delivered to the IDB.	IDB	0	2018	1	1	Progress Reports and Minutes of Meetings
	3.3 No. of laptops delivered to the IDB.	IDB	0	2018	8	2	Progress Reports and Minutes of Meetings
	3.4 No. of ID Card printers delivered to the IDB.	IDB	0	2018	10	2	Progress Reports and Minutes of Meetings
	3.5 No. of ID card laminators delivered to the IDB.	IDB	0	2018	20	5	Progress Reports and Minutes of Meeting
	3.6 No. of radio encoders and readers delivered to the IDB.	IDB	0	2018	1	1	Progress Reports and Minutes of Meetings
	3.7 No. of RFID stickers delivered to the IDB.	IDB	0	2018	1	0	Progress Reports and Minutes of Meetings
	3.8 No. of Database Serve Security Vaults delivered to the IDB.	IDB	0	2018	1	0	Progress Reports and Minutes of Meetings
	3.9 No. of barcode readers delivered to the IDB.	IDB	0	2018	20	10	Progress Reports and Minutes of Meetings
	3.10 No. of projector delivered to the IDB	IDB	0	2018	1	0	Progress Reports and Minutes of Meetings
	3.11 No. of storage boxes delivered to the IDB.	IDB	0	2018	20	10	Progress Reports and Minutes of Meetings

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵	DATA SOURCE	BASELINE		Targets (by frequency of data collection, cumulative)		DATA COLLECTION METHODS & RISKS
			Value	Year	2019	2020	
Output 4 Improved supervisory and coordination capacities of the Joint Normalisation Committee (JNC) through advisory and technical support.	4.1 Extent of participation of the Joint Normalization Committee members in coordination meetings and adoption of recommended actions.	JNC	0	2018	Full cooperation	Full cooperation	Progress Reports and Minutes of Meetings
Output 5 Conflict and gender sensitivity integrated into the operations of the Joint Peace and Security Teams.	5.1 No. of participants in the three gender and conflict sensitivity exercises for JPST operations	JNC	0	0	75% of JPST members	100% of JPST members	Progress Reports and Minutes of Meetings
	5.2 Evidence of directive from JPSC regarding the integration of conflict sensitivity trainings	JNC	0	0	1 directive	1 directive	Progress Reports and Minutes of Meetings
	5.3 Evidence of Methodologies of JPSC cooperation with civic and women's groups established	JNC	0	0	1 evidence	1 evidence	Progress Reports and Minutes of Meetings

VI. MONITORING AND EVALUATION

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

A. Monitoring

- **Regular Monitoring**
Regular monitoring / field visits as well as feedback and reporting to the EoJ with project implementers and stakeholders shall be conducted throughout the duration of the project.
- **Quarterly Progress Reporting**
Quarterly progress reports shall be submitted by the Project Manager to the Project Board, using the standard reporting format, which will contain the progress towards completion of key results, risks and assumptions which may have affected the project implementation based on the project's results framework and lesson-learned to ensure adaptive management and learning.
- **Final Narrative Reporting**
A final narrative report to summarise the level of the Project's accomplishments and highlighting the key achievements in terms of innovations and lessons learning, shall be prepared latest by three months after the project completion date by the Project Manager and shared with the Project Board and separately to the Donor. It shall be used to assess the performance of the project and will consist of progress data showing the results achieved against pre-defined targets (output level) as well as the interim financial report. The Review will also examine challenges encountered, lessons learned and recommendations for sustainability. This review will be spearheaded by the Project Board and will involve other key stakeholders as necessary.
- **Final Financial Reporting**
A final financial report will be prepared in Japan template upon operational/financial closure of the project latest by one year after the project completion date.

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.		N/A (Included in Monitor & Manage Risk)
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.		Monitoring: USD 10,000.00 Audit: USD 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.		N/A (Included in Review and Make Course Corrections)

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.		N/A (Included in Project Review)
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 to make course corrections.		USD 5,000.00
Project Report	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.	At the end of the project (final report)			N/A (Included in Project Review)
Project Review (Project Board)	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.	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.		USD 10,000.00

B. External Evaluation and Audit

- Evaluation and Audit**

An independent evaluator will be engaged at the conclusion of the project to review project implementation and results, and make recommendations to the Project Board. Evaluation initiative will be conducted with the participation of different Project stakeholders. Standard UNDP audit procedures will also be complied.

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	PFSD/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Terminal Evaluation		<ul style="list-style-type: none"> Output 3.2.1: National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities Output 3.2.2: National and local systems enabled and communities 	National and local government 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	March 2020	UNDP, OPAPP, JNC, JPST, JPSC, IDB	USD 25,563 (JAPAN)

		<p><i>empowered to ensure the restoration of justice institutions, redress mechanisms and community security</i></p> <ul style="list-style-type: none"> ○ <i>Output 3.3.1: Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies</i> ○ <i>Output 3.3.2: Gender-responsive and risk-informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies</i> 	<p><i>responsive governance systems and accelerating sustainable and equitable development for just and lasting peace in conflict-affected areas in Mindanao.</i></p>			
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VII. MULTI-YEAR WORK PLAN ⁶⁷

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		2019	2020		Funding Source	Budget Description	Amount (USD)
Output 1: Improved operational skills of the Joint Peace and Security Teams (JPSTs), through the establishment of facilities (monitoring stations) and acquisition of vehicles and communications equipment.	1.1 Construction and establishment of 10 JPST stations for monitoring security in the Bangsamoro	X	X	UNDP, JNC/JPST, OPAPP	Japan	72100 - Contractual Services-Companies	953,853
						71300 - Local consultants	61,428
						71600 - Travels	22,320
						75700 - Learning Cost	11,446
						73400 - RMOE Vehicle	15,262
	1.2 Installation of 10 generators in the JPST stations	X	X	UNDP JNC/JPST, OPAPP	Japan	72200 - Equipment and Furniture	19,077
	1.3 Installation of 10 solar panels in the JPST stations	X	X	UNDP JNC/JPST, OPAPP	Japan	72200 - Equipment and Furniture	81,459
1.4 Installation of 6 military grade radio sets in some of the JPST stations.	X	X	UNDP JNC/JPST, OPAPP	Japan	72400 -Communic & Audio Visual Equip	298,149	
1.5 Installation of 2 mobile whip antennas and cables	X		UNDP JNC/JPST, OPAPP	Japan	72400 -Communic & Audio Visual Equip	1,412	
1.6 Procurement and delivery of 40 motorcycles to the JPSTs.	X		UNDP, JNC/JPST, OPAPP	Japan	72200 - Equipment and Furniture	67,609	

⁶ 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

⁷ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		2019	2020		Funding Source	Budget Description	Amount (USD)
	1.7 Procurement and delivery of 3 Vehicles (Canter type) to the JPSTs	X		UNDP, JNC/JPST, OPAPP	Japan	72200 - Equipment and Furniture	99,491
	1.8 Procurement and delivery of 20 Vehicles (pick-up type) to the JPSTs.	X		UNDP, JNC/JPST, OPAPP	Japan	72200 - Equipment and Furniture	405,197
	Sub-Total for Output 1						2,036,703
	Output 2: Enhanced management capacity and mobility of the Joint Peace and Security Committee (JPSC) through the acquisition of transport equipment	2.1 Procurement and delivery of 1 Vehicle (pick-up type)	X		UNDP, JNC/JPSC, OPAPP	Japan	72200 - Equipment and Furniture
	2.2 Procurement and delivery of 1 Vehicles (SUV type).	X		UNDP, JNC/JPSC, OPAPP	Japan	72200 - Equipment and Furniture	36,971
Sub-Total for Output 2						64,022	
Output 3: Strengthened operational capacity of the Independent Decommissioning Body (IDB) through the acquisition of vehicles and office equipment.	3.1 Procurement and delivery of 2 Vehicles (SUV type).	X		UNDP, IDB, OPAPP	Japan	72200 - Equipment and Furniture	48,646
	3.2 Procurement and delivery of 2 Vehicles (Van type).	X		UNDP, IDB, OPAPP	Japan	72200 - Equipment and Furniture	73,943
	3.3 Procurement and delivery of Ten (10) Laptops.	X		UNDP, IDB, OPAPP	Japan	72400 - Communic & Audio Visual Equip	5,246
	3.4 Procurement and delivery of Twelve (12) ID Card printers.	X		UNDP, IDB, OPAPP	Japan	72400 - Communic & Audio Visual Equip	35,254
	3.5 Procurement and delivery of Twenty-five (25) Card laminators.	X		UNDP, IDB, OPAPP	Japan	72200 - Equipment and Furniture	51,985
	3.6 Procurement and delivery of Two (2) units Radio Frequency Encoder and Reader	X		UNDP, IDB, OPAPP	Japan	72400 - Communic & Audio Visual Equip	515
	3.7 Procurement and delivery of One (1) package RFID stickers.	X		UNDP, IDB, OPAPP	Japan	72400 - Communic & Audio Visual Equip	2,575
	3.8 Procurement and delivery of One (1) Database Server Security Case/Vault	X		UNDP, IDB, OPAPP	Japan	72400 - Communic & Audio Visual Equip	1,755
	3.9 Procurement and delivery of thirty (30) Barcode readers.	X		UNDP, IDB, OPAPP	Japan	72200 - Equipment and Furniture	5,437

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		2019	2020		Funding Source	Budget Description	Amount (USD)
	3.10 Procurement and delivery of One (1) Projector.	X		UNDP, IDB, OPAPP	Japan	72400 - Communic & Audio Visual Equip	1,726
	3.11 Procurement and delivery of Thirty (30) Storage boxes.	X		UNDP, IDB, OPAPP	Japan	72400 - Communic & Audio Visual Equip	3,377
	Sub-Total for Output 3						230,459
	Output 4: Improved supervisory and coordination capacities of the Joint Normalisation Committee (JNC) through advisory and technical support	4.1 Conduct of coordination and technical meetings.	X	X	UNDP, JNC/JPSC/SPST, IDB	Japan	75700 - Learning Cost
Sub-Total for Output 4						16,025	
Output 5 Conflict-and-gender sensitivity integrated into the operations of the Joint Peace and Security Teams	5.1 At least three exercises conducted on how JPST operational procedures can accommodate conflict sensitivity and gender concerns;	X	X	UNDP	UNDP	75700 - Learning Cost	No Cost
	5.2 Joint Peace and Security Committee assisted in developing and issuing a directive with regard to the above;	X	X	UNDP	UNDP	75700 - Learning Cost	No Cost
	5.3 Methodologies established by JPSC for JPSTs to work with civic and women's groups at the municipality level to ensure more effective security support.	X	X	UNDP	UNDP	75700 - Learning Cost	No Cost
Programme Management	Project Manager					64100 - Fixed Term Staff	143,001
	Project Associates/Assistants	X	X	UNDP	Japan	71400 – Contractual Services	66,582

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		2019	2020		Funding Source	Budget Description	Amount (USD)
	Equipment for the project			UNDP	Japan	72400 - Comm& Audio Visual Equip	3,252
	Laptop					72400 - Comm & Audio Visual Equip	5,723
	Office Communications (Internet & Mobile, Postage & Pouch, Business cards, etc)					72400 - Comm & Audio Visual Equip	4,578
	Office Supplies	X	X			72500 - Supplies	4,578
	RMOE (Vehicle Maintenance)					73400 - Rental & Maint of Other Equip	1,145
	Office Rent					73100 - Rental & Maintenance-Premises	6,167
	Gasoline (2 vehicles)					72300 - Materials & Goods	9,157
	Audit					74100 - Professional Services	10,330
	Donor Visibility (press release & events) / Knowledge Management / Communication	X	X			74200 - Audio Visual & Print Prod Costs	91,570
	Travel and monitoring	X	X			71600 - Travel	52,625
	Meetings and Workshops	X	X	75700- Learning cost	23,369		
	Sub-Total for Project Staff Personnel, Direct Costs & Operations						422,077
Evaluation (as relevant)	EVALUATION		x	UNDP	Japan	71400- Terminal evaluation	25,563
General Management Support (8%)		X	X	UNDP	Japan	75100 – Facilities and Administration	223,588
						TOTAL	3,018,437

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 authorise any major deviation from these agreed work plans.
- Provide inputs / advice 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 Residence Representative and the Donor Representative(s) from the Embassy of Japan (EOJ) who will act as Co-Chairs of the Board.
- Primary Responsible Party: represented by the JNC.
- Project Beneficiaries: the IDB, the JPSC and the JPSTs.

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 Deputy Residence Representative and the Management Support Unit.

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

With guidance from the Project Board, the Project Manager will run the project on a day-to-day basis 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

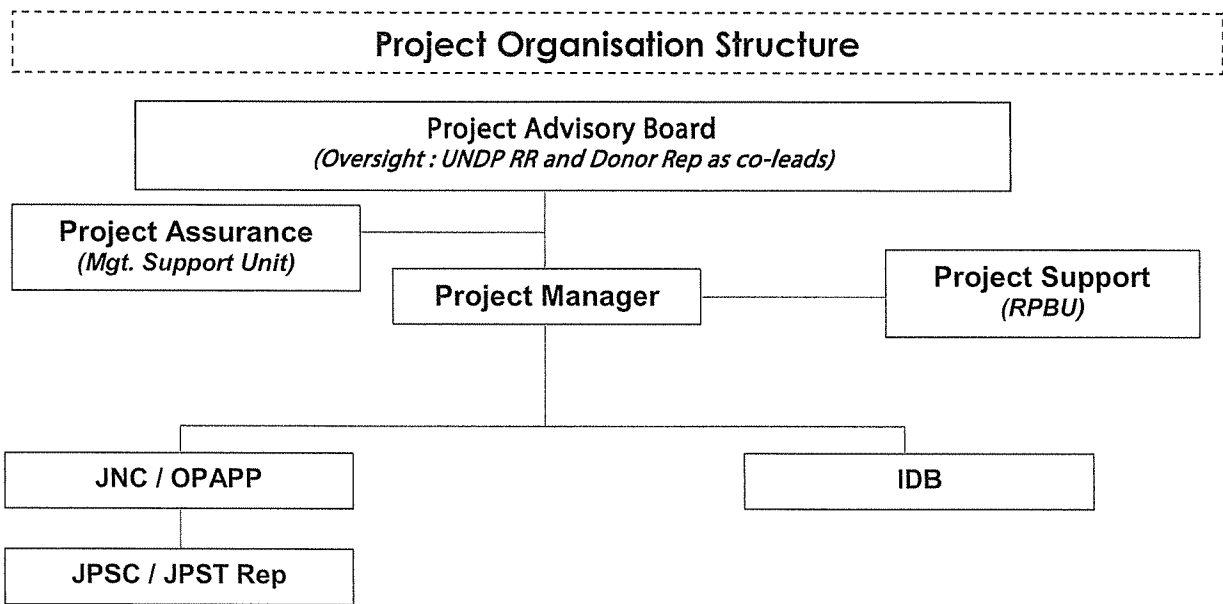
- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- 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 the UNDP through Direct Implementation (DIM).



IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Philippines and the UNDP, signed on 21st July 1977. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

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

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 are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. 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 [*for 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;

- 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.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

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

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

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

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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

Project Information	
1. Project Title	Assistance for the Normalization Process of the Decommissioning of MILF Combatants and for Security Enforcement in the Peace Process
2. Project Number	00113266
3. Location (Global/Region/Country)	BARMM, Mindanao, Philippines

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i>
The Project will support the implementation of the normalization phase of the peace agreement between the Government of the Philippines and the Moro Islamic Liberation Front (JPST) and will contribute to the attainment of peace in the conflict-affected communities, which will enable the residents to finally enjoy their human rights to the fullest.
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment</i>
While the project will entail mostly the procurement and provision of equipment as well as the construction of facilities, one of its outputs is the integration of gender and conflict sensitivity into the JPST operations.
<i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i>
The project will ensure that the residents of communities where the facilities (i.e. Joint Peace and Security Teams or JPST Stations) 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

<p>QUESTION 2: What are the Potential Social and Environmental Risks?</p> <p><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></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks?</p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>		<p>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)?</p>	
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>	<p><i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i></p>
<p>Risk 1: The JPST stations will pose as a target for extremists and therefor put the nearby communities and constructors at risk of being caught in the crossfire.</p>	<p>I = 3 P = 3</p>	<p>Moderate</p>		<p>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.</p>
<p>Risk 2: The JPST stations may cause adverse environmental impact if it is built in areas that have rich biodiversity and / or considered to be protected areas.</p>	<p>I = 4 P = 1</p>	<p>Low</p>		<p>The Project will conduct social and environmental scanning procedures to ensure that the construction of the JPST stations will have minimal impact on the environment.</p>
<p>Risk 3: The construction of the JPST stations 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.</p>	<p>I = 3 P = 1</p>	<p>Low</p>		<p>The Project will conduct social and environmental scanning procedures to ensure that the construction of the JPST stations will have minimal impact on the social fabric.</p>
<p>QUESTION 4: What is the overall Project risk categorization?</p>				
<p>Select one (see <u>SESP</u> for guidance)</p>			<p>Comments</p>	
<p><i>Low Risk</i></p>		<input checked="" type="checkbox"/>	<p>The project has no significant risk to social and environment since the project will conduct SESP procedures</p>	
<p><i>Moderate Risk</i></p>		<input type="checkbox"/>		

	<i>High Risk</i>	<input type="checkbox"/>	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		Comments
	<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
	<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
	<i>3. Community Health, Safety and Working Conditions</i>	<input checked="" type="checkbox"/>	
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
	<i>5. Displacement and Resettlement</i>	<input checked="" type="checkbox"/>	
	<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	
	<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
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

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
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? ⁸	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
Principle 2: Gender Equality and Women's Empowerment		
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
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
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

⁸ 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.

1.7	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
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
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ⁹ 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
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	Yes
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)?	Yes
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)	No
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
Standard 4: Cultural Heritage		
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
Standard 5: Displacement and Resettlement		

⁹ In regards to CO₂, '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.]

5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	Yes
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)?	Yes
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁰	Yes
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?	Yes
Standard 6: Indigenous Peoples		
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
Standard 7: Pollution Prevention and Resource Efficiency		
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)?	Yes
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

¹⁰ 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.

ANNEX [3]. OFFLINE RISK LOG

Project Title: Assistance for the Normalization Process	Award ID: 00113266	Date: 5 April 2019
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#	Description	Date Identified	Type	Impact/ Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Elements of government 's peace and development agenda may not be effectively pursued, causing dissatisfaction amongst groups and a possible recurrence of armed conflict.	Feb 2019	Political	I=High P= Medium	Continuing assessment of the peace and security situation by the project team; appropriate policy-level action by the Programme Board to ensure peaceful responses to potential conflict.	Project Manager	Project Manager	April 2019	No change
2	MILF commitment to the peace process may be diminished by delayed implementation of aspects of Normalization and may spur violence and instability in MILF communities	Feb 2019	Political	I= High P= High	Accelerate Government's delivery on commitments relative to the Normalization process; sustain regular consultations and dialogues between the GPH and the MILF.	Project Manager	Project Manager	April 2019	No change
3	Other armed groups may engage in violent actions that may derail progress in project implementation	Feb 2019	Political	I= High P = Medium	Provide continuing support to Joint Peace and Security Teams (JPSTs) and other ceasefire monitoring mechanisms.	Project Manager	Project Manager	April 2019	No change
4	Force majeure (extreme climate/natural hazard events) may pose delays in implementation of programme activities.	Feb 2019	Environmental	I=Medium P=Medium	Contingency plans to address potential impacts will be formulated and operationalized when needed.	Project Manager	Project Manager	April 2019	No change
5	The JPST station will pose as a target for extremists and therefor put the nearby communities at risk of being caught in the crossfire.	Feb 2019	Political	I = 3 P = 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.	Project Manager	Project Manager	April 2019	No change

6	The JPST station may cause adverse environmental impact if it is built in areas that have rich biodiversity and / or considered to be protected areas	Feb 2019	Environmental	I = 4 P = 1	The Project will conduct social and environmental scanning procedures to ensure that the construction of the JPSTs will have minimal impact on the environment.	Project Manager	Project Manager	April 2019	No change
7	The construction of the JPST station 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.	Feb 2019	Social	I = 3 P = 1	The Project will conduct social and environmental scanning procedures to ensure that the construction of the JPSTs will have minimal impact on the social fabric.	Project Manager	Project Manager	April 2019	No change
8	The vehicles and other procurement items, if transferred to OPAPP, may after the end of the project be used beyond this project scope.	April 2019	Operational	I = 5 P = 2	Once concerns over this is raised by Project advisory board, UNDP will reach an agreement with OPAPP over the appropriate use of these items, or not transfer them at the end of the project implementation and coordinate with the donor the use of the same to other initiative, or in the event the vehicles will be transferred to OPAPP, upon project closure, the Philippine Government Vehicle Policies and Regulations on the Proper Use of Government Vehicles (COA Circular No. 75-6 / DBM BC 2017-01 / Administrative Order No. 239) will continue to be applied and accountability retained by OPAPP.	Project Manager	Project Manager	April 2019	No change

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

Terms of Reference of the Project Board¹¹

Project 00113266 - Assistance for the Normalisation Process of the Decommissioning of MILF Combatants and for Security Enforcement in the Peace Process

Overall responsibilities¹²:

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 standards¹³ 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 LPAC¹⁴ meeting. For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNDP, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

Specific responsibilities:

Defining a project

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

¹¹ For a simple programme component, separate Project Boards would not be required if their roles can be covered by the Outcome Board.

¹² Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

¹³ 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.

¹⁴ Depending on its composition, the Outcome Board can fulfill the function of the Project Appraisal Committee (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 00113266 - Assistance for the Normalisation Process of the Decommissioning of MILF Combatants and for Security Enforcement in the Peace Process

Overall responsibilities:

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

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

Specific responsibilities:

Overall project management:

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

Running a project

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

Closing a Project

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

