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United Nations Development Programme

PROJECT DOCUMENT
[Philippines]

Project Title: The Project for Promoting Human Security through the Community Economic Development and Livelihood Initiatives in Bangsamoro Region in the Philippines (CEDAR)
Project Number: 01004159
Implementing Partner: United Nations Development Programme
Start Date: April 1, 2025 **End Date:** March 31, 2028 **PAC Meeting date:** March 6, 2025

Brief Description

Many years after the establishment of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), numerous Bangsamoro communities, especially those living in the remote areas, have expressed their wish for the acceleration of the delivery of the 'dividends of peace'. Many of these communities have been conflict-affected or are conflict-vulnerable. Bringing conflict-vulnerable communities at the forefront of any stabilization initiative is a key enabler of the sustainability of the peace process and the protection of its initial gains. Thus, this community-centric initiative will be implemented by UNDP in conflict-affected and conflict-vulnerable communities in the BARMM and its adjacent regions. It will adopt an area-based development approach based on the principles of inclusion, participation, flexibility and transparency, among others. The approach will include integrated, inclusive, participatory and flexible processes which ensure the involvement of different sectors, bottoms up planning and processes and being responsive to changes. The focus of the project is to bring about transformation and stability and this will have to be the communities themselves, with their leaders, LGUs and residents playing central roles and owning the relevant activities and results in coordination with relevant regional ministries and agencies.

In the BARMM context, Project CEDAR will: (i) contribute to an enabling environment for sustainable area-based development in the conflict-affected/conflict-vulnerable communities, (ii) promote human security through community economic development and livelihood initiatives, and (iii) enhance local capacities to implement community transformation for peace process. By doing so, the Project promotes confidence building and social cohesion within the communities and contributes to more peaceful and productive lives in the conflict-affected and conflict vulnerable communities in the BARMM and gains of the peace process will be protected.

Contributing Outcome (UNSDCF, CPD, SP): UNSDCF Outcome 1: By 2028, all people, especially those at risk of being left behind, have increased resilience to economic, climatic, disaster, and public health risk through improved, equitable, and gender-responsive access to and utilization of quality social services, social protection, healthy habitat. and enhanced good governance and peace. **Indicative Output(s) with gender marker[1]:** GEN 2 (For Outputs 1-3)	**Total resources required:**		USD 3,054,770.78
	Total resources allocated:		USD 3,054,770.78
		UNDP TRAC:	
		Donor (Japan)	JPY 454,000,000
		Government:	
		In-Kind:	
	Unfunded		

Agreed by (signatures)[2]:

UNDP
DocuSigned by: 1E1E9D28CA3E42B... Edwine Carrie, Officer in Charge UNDP Philippines
Date: 14-Apr-2025

[1] 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 principal objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)
[2] Note: Adjust signatures as needed

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

I. DEVELOPMENT CHALLENGE

The establishment of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) in 2019 was a significant milestone towards lasting peace, stability and human development in Mindanao. BARMM was established following more than 40 years of protracted struggle of the Bangsamoro people for their right to self-determination. A six-year transition period was agreed upon by the key stakeholders to facilitate the establishment of the basic foundations for the regional autonomous government which will later govern the affairs of the Bangsamoro. With this, the Bangsamoro Transition Authority (BTA) was organized to serve as the interim governing body of the BARMM during the transition period. The transition period is near its completion and the Bangsamoro Parliament election scheduled for May 2025 will make a critical step towards full autonomy and governance in the region.

Five (5) years into this transition, the call for the promises of the peace process to be further translated into actual gains, development and tangible improvement in the lives of the Bangsamoro people and their communities has become much more pronounced. Bangsamoro communities, after decades of conflict, have been expecting the promised dividends of the peace agreements brokered between the Philippines Government and the Moro movement. While BARMM is still undergoing the transition, communities continue to remain vulnerable to horizontal conflicts, threats of radicalization as well as climate security. This is compounded by the delays in the implementation of the decommissioning and normalization processes and the constrained capacity of the BARMM government to deliver support and services.

Among BARMM's conflict-affected vulnerable communities and sectors are the following: 1) Non-Moro Indigenous Peoples (NMIP), which make around 2% of the population of the region. They are the 6 distinct non-Moro indigenous tribes which live mostly in the municipalities of South Upi in Maguindanao del Sur and Upi in Maguindanao del Norte in mainland BARMM. The indigenous peoples all around the country have a standing claim for their ancestral domain spanning around 5,741,388 hectares covered by 247 Certificate of Ancestral Domain Titles (CADTs) but none was delineated for the non-Moro IPs in the Bangsamoro. For the past years, the NMIP communities have faced challenges and displacement. Political clans, armed groups and other entities have laid claim to their lands. Some of their leaders have been killed, prompting them to flee their lands; 2) Christian settlers, who are now a minority group in the BARMM. They occupy several pockets of communities all over the region and they comprise around 15-20% of the BARMM population. The ancestors of these settlers migrated to Mindanao and other areas in the BARMM in the 1940s and most have already assimilated the life and culture of the Bangsamoro. They feel they are not substantially represented in the regional governance and have not been supported. 3) Women constitute 51% of the population in the BARMM but are not equally represented in the parliament and governance structures.

In the Bangsamoro, many still see women's roles are limited to traditional household chores / unpaid work. In a study done by the VSO Philippines in 2022 in the three major MILF camps, 'inclusion' came out as a major issue. This was attributed to the low level of education, lack of employment and lack of representation. This finding is reflective of the situation of the women in rural and geographically isolated and disadvantaged areas (GIDAs) in the BARMM. 4) Moro Islamic Liberation Front (MILF) and Moro National Liberation Front (MNLF) combatants – the initial peace dividends were concentrated on the combatants from the mainland provinces of the BARMM. Many combatants living outside the BARMM and/or in the island provinces have yet to see the promises of the peace process and they have been clamoring for their inclusion in the socio-economic services that were also promised to them. Additionally, due to the instability and vulnerability brought about by the protracted conflict, the need for immediate intervention is dire.

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

II. STRATEGY

Project CEDAR seeks to strengthen social cohesion and implement livelihood solutions that can support income diversification for the target communities and contribute towards improving the profitability and overall economic wellbeing of the target beneficiaries. The project will also provide capacity building and material support, as well as resource capital to enable community-based organizations to implement livelihood activities that are meant to diversify their income sources beyond their primary livelihoods.

These abovementioned livelihood enhancements may be in the form of agricultural initiatives, value-adding processing, and alternative livelihood ventures and supporting post-harvest and distribution. These solutions may provide additional income, especially during the off-seasons, creating a steady income stream and supporting the target communities.

The Project will be based on the following theory of change, which has been derived from the robust experience of UNDP in the implementation of similar initiatives in complex post-conflict transitions around the globe and good practices from earlier initiatives of UNDP Philippines in the Bangsamoro autonomous region:

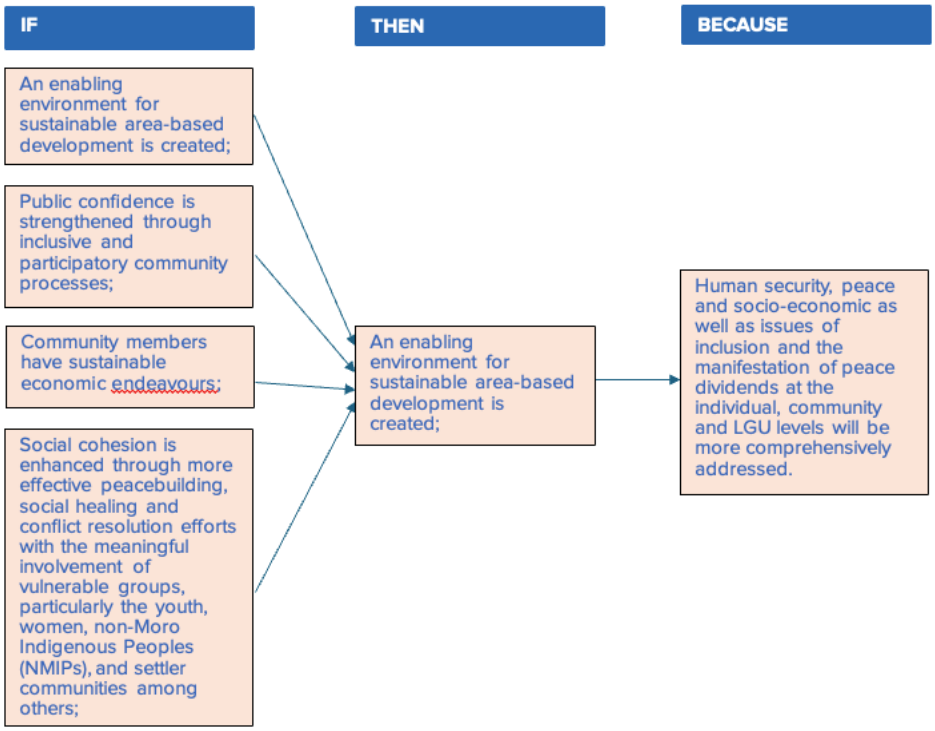
IF:

- an enabling environment for sustainable area-based development is created;
- public confidence is strengthened through inclusive and participatory community processes;
- community members have sustainable economic endeavors;
- social cohesion is enhanced through more effective peacebuilding, social healing and conflict resolution efforts with the meaningful involvement of vulnerable groups, particularly the youth, women, non-Moro Indigenous Peoples (NMIPs), and settler communities among others;

THEN conflict-affected and conflict vulnerable communities in the BARMM and its adjacent regions will lead more peaceful and productive lives, thus gains of the peace process will be better protected and peace initiatives shall be more sustainable

BECAUSE human security, peace and socio-economic as well as issues of inclusion and the manifestation of peace dividends at the individual, community and LGU levels will be more comprehensively addressed.

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2



The design and implementation of the project will also build on the lessons learned and recommendations from previous livelihood projects implemented by UNDP such as the Japan-funded project on "Enhancing Food Security and Livelihoods in the BARMM." Among the recommendations included the following:

- Inclusion of soft interventions that promote skills development, values transformation, peace promotion, organizational development, and climate adaptation in livelihood interventions
- Ensuring adequate social preparation and accompaniment to facilitate the smooth adoption and adaptation of interventions provided, including new technologies
- Conducting comprehensive feasibility studies and value chain assessments to gather concrete evidence on market opportunities and viability and potential impact of proposed projects
- Promoting multi-stakeholder collaboration across sectors, with emphasis on linking community partners with local government and government support services, enhancing private sector engagement to maximize opportunities, and engagement of the academe for scientifically backed/evidence-based interventions
- Integration of short-term livelihood programs and projects into an integrated portfolio offering that will show areas for complementation against existing UNDP projects/programmes and help ensure continuity and sustainability of interventions
- Installing a mechanism to monitor project impact after implementation
- Scaling up/adaption of pilot innovations introduced or supported by the project
- Ensuring adequate staff complementation for dedicated focus on crucial aspects of project implementation and management of staff absorptive capacities
- Improving capacity building initiatives for project partners specifically on UNDP corporate reporting requirements to address common delays in financial reporting and fund transfers

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

- Institutionalize procurement processes and policies that advance local economic development, including installing mechanisms for local vendors and suppliers to be capacitated or supported to meet minimum requirements of UNDP

- Establish clear selection criteria for identifying target communities and cooperatives to be supported by the project. Ensure these criteria are effectively communicated to all stakeholders, including government partners and beneficiaries.

Thus, Project CEDAR is designed such that the three components—i.e 1. Participatory and inclusive area-based development planning, 2. Gender-sensitive livelihood and community economic development initiatives, and; 3. Enhanced capacities of stakeholders in conflict resolution, planning, budgeting and area development approaches—incorporates the recommendations above.

It is expected that by implementing the inclusive and complementary activities under the aforementioned components, the various stakeholders—particularly the women, youth, non-Moro Indigenous Peoples (IPs), settler communities, and MILF/MNLF communities and local authorities—will all claim ownership of the area-based development plans and will be compelled to allocate resources that can help sustain the gains. In turn, this will ensure that the stakeholders will also be more inclined to continue pursuing inclusive area-based economic development and conflict-sensitive and peace-promoting approaches and mechanisms.

The Alignment of the Action with National, and UN priorities

National and Bangsamoro Policy Framework

This Project is in line with the Government's overall policy framework for ensuring peace and security, enhancing administration of justice order and safety (Chapters 13 of the Philippine Development Plan 2023 – 2028. Under Chapter 13 of the PDP, the government commits to pursue peace by mainstreaming peacebuilding and development interventions and utilizing a conflict-sensitive-and-peace-promoting paradigm in government programming. In particular, the Project contributes to the attainment of Outcome 1 of Chapter 13, "Conflict-affected communities and conflict-vulnerable areas protected and development sustained." Under that Outcome, government aims to pursue the following: Complete the implementation of all signed peace agreements; Ensure full transition of the BARMM Government; Expedite normalization and reintegration of former combatants and their families, and the rehabilitation of conflict-affected communities, including Marawi City; Strengthen convergence of programs, and ensure that development interventions are conflict-sensitive and peace-promoting; Advance healing and reconciliation, social cohesion, and transitional justice interventions as key components of peacebuilding, and; Establish appropriate mechanisms to counter threats from terrorism, radicalization, and violent extremism.

Project CEDAR is also aligned with Chapter 10 under the Bangsamoro Development Plan 2020-2022, "Enhance and strengthen the peace, public order, safety, and security and uphold human rights." Under its Peacebuilding Programme, the BARMM government will ensure to foster the different peace initiatives of the ministry in the region that includes Sustaining Journey to peace, Support to normalization and different religious dialogue that will help provide assistance to the former combatants, widows of Violent Extremists and Martyrs and other local insurgents. Also, dialogue between and amongst different religious groups will foster to support the gains of peace. Furthermore, through its Bangsamoro peace institute it will help train and produce peace champions in the region. Moreover, Among the priority agenda under this BDP chapter, is "Capacity Development of Local Chief Executives/Sangguniang Bayan on conflict/dispute management or resolution," which the Project will also pursue.

UN Policy Framework

Project CEDAR is consistent with the UN Philippines 2024-2028 Sustainable Development Cooperation Framework (SDCF) Philippines, which envisions that "By 2040, the Philippines is a prosperous middle-class society where no one is poor. People live long and healthy lives and are smart and innovative. The country is a high-trust society where families thrive in vibrant, culturally diverse, and resilient communities." In particular, the Project contributes to Outcome 1 "By 2028, all people, especially those at risk of being left behind, have increased resilience to economic, climatic, disaster, and public health risk through improved, equitable, and gender-responsive access to and utilization of quality social services, social protection, healthy habitat. and enhanced good governance and peace," as well as to Outcome 2: "By 2028, people, especially those at risk

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

of being left behind, benefit from a more inclusive, innovative, competitive, resilient, green and sustainable economy that generates decent work and livelihood opportunities."

Lastly, the Project also supports the achievement of Sustainable Development Goal 16 (Peace, Justice and Institutions) that seeks to "promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels."

III. RESULTS AND PARTNERSHIPS

Expected Results

The Project will deliver the following results:

- Enabling environment for sustainable area-based development created in the selected conflict-affected and conflict-vulnerable communities in the BARMM and its adjacent regions
- Social cohesion among relevant stakeholders within conflict-affected and conflict-vulnerable communities promoted, through the provision of small-scale and quick impact community projects in the selected conflict-affected and conflict-vulnerable communities
- Enhanced access to livelihood within the conflict-affected and conflict-vulnerable community through community-based economic development with a focus on enterprise development and value-chain related initiatives with meaningful participation of local stakeholders and where possible, the private sector
- Local capacities for conflict resolution, planning, budgeting, and assisting the implementation of area-based development approach successfully enhanced among key community stakeholders including the local government structures.

At the end of the project, it is expected to deliver:

- At least 8 out of 12 communities (60%) assisted are implementing area-based development plans
- At least 12 Quick Impact Projects (QIP) implemented by functional Local Social Formation
- Average 30% increase in gross monthly income for the enterprise assisted through value-chain related initiatives
- At least 6 of the 12 social enterprises assisted have diversified their income sources
- 12 functional barangay-level platforms and initiatives established for conflict resolution, planning, and community development

Resources Required to Achieve the Expected Results

To respond to the requests from Joint Normalization Committee and address the above urgent crises, the Japan Grant Aid is indispensable because of its character as long-term commitment and investment in hard component. In addition, the Embassy of Japan (EOJ) and the Japan International Cooperation Agency (JICA) cannot access the targeted areas due to security considerations and as such, UNDP will serve as the implementing agency given its access to the communities and its long-standing partnership with the Japanese Government. Moreover, UNDP is uniquely positioned as a 'neutral' party. Thus, it has unimpeded access to conflict-affected areas (including MILF and MNLF strongholds) where government agencies are often denied entry.

As implementation will be through the Direct Implementation Modality, UNDP takes on the role of Implementing Partner. Under the DIM modality, UNDP has the technical and administrative capacity to assume the responsibility for mobilizing and applying effectively the required technical inputs/expertise in order to reach the expected outputs. UNDP assumes overall management responsibility and accountability for project implementation. Accordingly, UNDP must follow all policies and procedures established for its own operations.

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

Partnerships

JICA has contributed to socio-economic programmes through the Technical Education and Skills Development Agency (TESDA). Its knowledge and experience, especially assisting in job training for agriculture, can collaborate on planning community-based approaches. Meanwhile, due to the security guidelines of Japan, JICA cannot access conflict-prone areas in Bangsamoro which this project mainly targets. Hence, this intervention is able to lead to a supplementary effect so that UNDP will carry out the programme where JICA does not exist.

Risks and Assumptions

- **Threat of Armed Conflict occurring anew**
  There are other active armed groups in the region who are not supportive of the Peace Process and who continue to use violent means to achieve their objectives. The BDP 2023 to 2028 mentions that, 22 areas have a high threat terrorism level while 12 municipalities are under moderate threat level of terrorism. "In the case of Maguindanao and Lanao del Sur, the BIFF, Maute-ISIS, and other extremist groups continue to be a big threat to the safety and security of those areas. Outbreaks of violence could cause the suspension or delay of project activities. A mitigation measure would be to ensure continued coordination with local authorities, the joint ceasefire mechanisms, local peace infrastructures and the project stakeholders. To mitigate the delays, the Project will closely coordinate with the security sector and explore the online or virtual conduct of community activities.

- **Election-Related Challenges**
  There will be three elections–one national and two local events—that will be conducted in the BARMM in 2025. As such, these mobility restrictions by the UNDSS one week-before, during, and one week after the election periods will be imposed and have the potential of delaying the implementation of project activities. Again, the project team will closely coordinate with the security sector and explore online conduct of community activities or pursue other tasks such as the preparation of procurement documents to mitigate potential delays.

- **Natural Hazards**
  The BDP 2023-2028 mentions that "Based on the Investment case for shock responsive social protection (CSRSP) in the BARMM conducted by the Economic Policy Research Institute (EPRI) with the support of United Nations Children's Fund (UNICEF) and Food and Agriculture Organizations (FAO), the region is particularly vulnerable to climate change, which is expected to increase the frequency and severity of extreme weather events. All five (5) provinces in BARMM are either 'vulnerable' or 'highly vulnerable' to El Niño induced drought, temperature increases and rising sea levels brought about by climate change." In addition, the BARMM noted that "In 2021 … 98,689 households by any sort of natural disaster." Moreover, the project will also attempt to introduce climate-proofed or climate-resilient livelihoods. Also, vulnerable groups such as women, children, the elderly and those with disabilities face a range of pre-existing constraints and challenges that are often compounded by disasters. In view of the impact of the aforementioned natural hazards, such as delays in project implementation and potential reduction in the sustainability of livelihoods, the project will closely communicate with the project partners, updating them on the project timeline to ensure that the delay will have a minimal impact on operations. Moreover, the Project will also introduce and design livelihood interventions that are climate-resilient.

The Project team will lay down engagement criteria based on Do No Harm principles and undertake periodic assessments to ensure that project does not lead to political favoring of some parties over

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

others. A grievance response mechanism will also be put in place to effectively monitor and address grievances related to the project.

Stakeholder Engagement

The primary target groups for the project include the LGU (municipalities and barangays). The beneficiaries will include selected conflict-vulnerable and conflict-affected communities of the MILF, MNLF, settler communities and IP communities in the BARMM. Partnerships with the local authorities or local service providers including CSOs, NGOs and Community-Based Organizations will be established during project implementation within the targeted communities. Throughout the implementation of the project, platforms of multi-sectoral, multi-level stakeholder engagement will be established and sustained.

The project aims to achieve its key objectives through a human rights-based and "human security" approach, upholding the principles of participation and inclusion, equality and non-discrimination, and accountability. The project will be implemented in a manner that is people-centered, comprehensive, context-specific, prevention-oriented and geared towards delivering as one. Project implementation will be done in close partnership and collaboration with duty-bearers (e.g., relevant BARMM ministries such as MILG, MAFAR; local government units) and rights-holders (e.g., MILF and MNLF communities, community cooperative groups, community-based organizations, and local social formations, including women groups/associations and indigenous peoples). The focus for any action will be the communities themselves, with their leaders and residents playing a central role in determining and owning the relevant activities and results expected from the project. The project specifically focuses on delivering livelihood assistance to marginalized, neglected, conflict-affected, and vulnerable communities in the Bangsamoro; thus, the project will carefully consider the availability, accessibility and quality of benefits and services, as well as their inclusion in decision-making processes that may impact them.

A GEDSI-responsive approach will be used to surface the different needs of the communities that will be benefitted by the project. This means that that project will also produce a Gender Action Plan. In addition, the Project will pursue the development and implementation of a Stakeholder Engagement Plan (including the establishment of a Grievance Response Mechanism or GRM) as well as an Indigenous People's Engagement Plan.

South-South and Triangular Cooperation (SSC/TrC)[3]

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. Additional expertise may be sought through South-South or Triangular Cooperation. Previous livelihood projects indicate that effectively managing risks associated withagricultural livelihood projects, will require engaging technical experts, and ensuring necessary conditions prior supply and delivery of farm inputs are met (e.g. adequate shelter/storage area for farm inputs/equipment, adequate power supply). This also points to the importance of conducting pertinent technical assessments (e.g., soil testing, water analysis, power analysis) at the start of the project to ensure the implementation of evidence-backed interventions with higher likelihood of success, scalability, and sustainability.

Digital Solutions[4]

[3] *Please see Considerations for South-South and Triangular Cooperation Design, Implementation, and Documentation.*

[4] *Please see the Guideline "Embedding Digital in Project Design".*

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

This project will explore the use of digital technologies for agricultural and fishery production records, if appropriate and relevant to the context. With the advent of AI applications, there is the potential that these technologies can be used as tools to hasten the development or design of appropriate livelihood solutions. At the very least, digital technologies (such as Zoom or MS Teams Meetings) can also be used as alternative venues for trainings or workshops.

Knowledge

The project will document good practices and lessons learned in the course of project implementation. Additionally, the public will be informed of contributions and achievements through this project via UNDP social media and local media. Moreover, a terminal evaluation will be conducted to assess the relevance, effectiveness, efficiency, and sustainability of this project by reviewing progress towards project results based on the project document and annual work plan. The evaluation will review the project theory of change vis-à-vis the project achievements and risks and assess the project's potential effects on beneficiaries. It will likewise highlight strengths, weaknesses/gaps and good practices, and provide forward-looking recommendations for the design and implementation of future projects for peacebuilding in Bangsamoro.

In terms of donor visibility, banners at all workshops and training activities conducted through the project, including those implemented online, will bear the appropriate Japanese logos and symbols. Moreover, press releases for significant events (e.g. signing ceremony, turnover of assets to beneficiaries, etc.) will also be produced and distributed to national and local media outlets.

Sustainability and Scaling Up

Sustainability of the above results will be ensured at both the very start and the end of the project implementation by engaging and involving the LGUs and relevant line agencies in the Bangsamoro, who will assume accountability for the outputs of the project. This is because among the envisioned outputs are the area-based development plans at the LGU level as well as the establishment of mediation or dispute resolution platforms in the community.

This will help ensure that support from the JNC and other relevant government partners will continue beyond the lifespan of the project.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

All project interventions will be implemented in close collaboration with organizations with extensive knowledge of the complexities of the political, cultural and gender dynamics of Muslim Mindanao. These organizations will also have established management structures and operational networks. Project implementation will also be reviewed to ensure that the original theory of change holds, and any necessary adjustment of interventions will entail minimal costs. Moreover, the project team will coordinate with other UNDP units that are also operating in the same areas to ensure complementarity and minimize costs.

As much as possible, UNDP will also make use of previous/similar consultations/validation workshop/analytical works as well as Project Terminal Reports to promote cost efficiency. For instance, previous livelihood projects mention the need to plan and align provision of agricultural equipment and inputs with farming season to ensure usability, prevent waste, and maximize

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

provided resources. Moreover, it was also noted previously that there is a high risk of mortality of farm inputs and this will require adequate risk management in agriculture livelihood interventions.

Project Management

To ensure that project results are achieved, a Project Board will be established and chaired by the UNDP Resident Representative or his delegate. It will be composed mainly of the UNDP and the Embassy of Japan. Nevertheless, the Project Board Meetings may include representatives from key development partners and stakeholders, in particular, the representatives of JNC and other relevant government partners. The Project Board will meet at least once a year (or more often as needed) to review the implementation and provide overall substantive guidance and direction.

A Project Manager will be recruited to manage the day-to-day operations of this project. The Project Manager will receive guidance from the Project Board and will be under the direct supervision of the UNDP Team Leader of the Peace & Stabilization Programme Unit. The project team will provide reports on the progress of implementation. A strong coordination mechanism will be established with national counterparts as well as the Embassy of Japan. The reports will include an analysis of the environment of risks and opportunities for the project, and suggestions for risk mitigation for the consideration of the Project Board. At the end of the project, it is ensured that the project will submit the final report containing a narrative of project accomplishments and a financial report.

Donor (i.e. Embassy of Japan) participation in this Project, as well as recognition for Japan's contribution, will be carried out through the following steps:

(a) Japanese contributions to the strategic partnership implementation

i. The partnership will be launched in through an inception meeting featuring the appropriate high-level officials from Japan, the Philippines government, partner organizations of the several projects, and UNDP;
ii. Japan will provide substantive guidance to implementation at the programmatic level, through representation by the Japanese embassy in Manila in the Project Board;
iii. Japanese embassy staff will be briefed regularly on implementation through monthly reports which will also outline adaptation and risk mitigation strategies as circumstances evolve;
iv. Where possible, technical support from Japanese government agencies and civic organizations with relevant experience will be sought in consultation with the Japanese MFA and embassy.

(b) Recognition of Japan's role

i. Banners at all workshops and training activities conducted through the project, including those implemented online, will bear the appropriate Japanese logos and symbols.

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

V. RESULTS FRAMEWORK[5]

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: UNDP CPD 2024-2028/UNSDCF 2024-2028 Outcome 1: By 2028, all people, especially those at risk of being left behind, have increased resilience to economic, climatic, disaster, and public health risk through improved, equitable, and gender-responsive access to and utilization of quality social services, social protection, healthy habitat. and enhanced good governance and peace
Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets: Output 1.2 Democratic institutions, processes, and mechanisms promoting equitable access to justice and rule of law strengthened to foster inclusivity and social cohesion Indicator 1.2.1 Number of policies and innovative solutions that foster inclusion and civil society participation in governance, peacebuilding, and democratic processes developed Output 1.3 National and subnational government institutions have enhanced capacities to implement peace agreements, strengthened inclusion and reconciliation, including reintegration of former combatants and their communities in peacebuilding and inclusive development process Indicator 1.3.1: Number of national and subnational policies, strategies, mechanisms, and action plans for conflict prevention and peacebuilding developed and adopted Indicator 1.3.2: Number of subnational and community-based organizations with capacities for mediation, dialogue/consensus building, social cohesion, conflict prevention/peacebuilding, community resilience Indicator 1.3.3: Number of former combatants and their communities, reintegrated to engage in local governance, peacebuilding and sustainable development process
Applicable Output(s) from the UNDP Strategic Plan: Output 2.3 Responsive governance systems and local governance strengthened for socio economic opportunity, inclusive basic service delivery, community security, and peacebuilding Output 3.1 Institutional systems to manage multi-dimensional risks and shocks strengthened at regional, national and sub-national levels Output 3.2 Capacities for conflict prevention and peacebuilding strengthened at regional, national and sub-national levels and across borders Output 3.4 Integrated development solutions implemented to address the drivers of irregular and forced migration, enhance the resilience of migrants, forcibly displaced and host communities, and expand the benefits of human mobility
Project title and Quantum Project Number: The Project for Promoting Human Security through the Community Economic Development and Livelihood Initiatives in Bangsamoro Region in the Philippines (CEDAR) / 01004159

[5] 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.

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

EXPECTED OUTCOMES / OUTPUTS	OUTPUT INDICATORS[6]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year2	Year 3	FINAL	
Outcome 1. *Enabling environment for sustainable area-based development created in the selected conflict-affected and conflict-vulnerable communities in the BARMM and its adjacent regions*	**1.** *Extent to which area-based development plans are implemented based on the perception of the community/ barangay leaders* *Level 0 = area-based development plans not/minimally implemented* *Level 1 = area-based development plans partially implemented based on inputs from area-based peace and development analysis* *Level 2 = area-based development plans substantially implemented* *Level 3 = area-based development plans are fully implemented*	*Endline Report*	Level 0	2024	--	--	70% at Level 2 30% at Level 3	*70% of communities with area-based development plans implemented at Level 2* *30% of communities with area-based development plans implemented at Level 3*	*Conduct of endline Survey at the end of the project (survey with community/barangay leaders)* *Baseline Value Assumption: Target communities that have barangay development plans have no/minimal evidence-based (relating to peace and development in the context of the communities) analysis incorporated in the plan.*
Output 1 *Area-based development planning strengthened in conflict-affected and conflict-*	***1.1*** *Number of area-based development plans formulated with inputs from area-based peace and development analyses facilitated/commissioned by the project (12)*	*Formulated area-based development plans* *Minutes of meetings (formulation*	0 *(assumption: Existing development plans have no inputs from envisioned analysis)*	2024	--	4	8	*12*	*Review of Official Documents Review (Session Minutes, development plans)* *Review of Monitoring/Progress Reports*

[6] 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.

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

EXPECTED OUTCOMES / OUTPUTS	OUTPUT INDICATORS[6]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year2	Year 3	FINAL	
vulnerable communities.		*meetings, workshops)* *Photo documentation*							*Participant Observation during plenary sessions* *Case Studies*
	***1.2** Number of local social formations (LSF) participating in the local development bodies*	*Attendance sheets* *Lupon Session Official Minutes*	*0 (assumption: LSF do not participate in local development bodies)*		*2*	*5*	*5*	*12*	*Attendance Tracking* *Direct Observation* *Review of Monitoring/ Progress Reports*
Outcome 2. *Enhanced access to livelihood within the conflict-affected and conflict-vulnerable community through community-based economic development with a focus on enterprise development and value-chain related initiatives with meaningful participation of local stakeholders and where*	***2.1** Increase in average gross monthly income of assisted household through value-chain related initiatives*	*Progress Reports* *Endline Survey*	*P10,600* *(data source: PSA Family Income Expenditure Survey)*	2021	--	--	*P13,800 (increased by 30% from the baseline)*	*P13,800 (increased by 30% from the baseline)*	*Conduct of endline survey, informant interviews* *Document Review (Financial Records)*
	***2.2** Number of local social formations assisted who have expanded/diversified to at least more than one income source Note: Local social formations encompass CBOs, social enterprises, and other informal associations in the target communities*	*Activity and progress reports* *Administrative records* *Official Minutes of Meetings* *Financial Records*	44 women, youth, non-Moro Indigenous Peoples (IPs), settler communities, and MILF/MNLF communities	2024	--	6	6	*at least 56 local social formations (at least 12 additional)*	*Review of Monitoring reports* *Conduct of community surveys, Focus Group Discussions (FGDs)* *Document Review*

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

EXPECTED OUTCOMES / OUTPUTS	OUTPUT INDICATORS[6]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year2	Year 3	FINAL	
possible, the private sector									
Output 2 *Enhanced human security through the community economic development and livelihood initiatives with meaningful participation of local stakeholders—including women, youth, non-Moro Indigenous Peoples (IPs), settler communities, and MILF/MNLF communities*	***2.1** Number of community economic development and enterprises implemented / facilitated by the project*	*Activity and progress reports* *Project Database* *Development plans* *Community Feedback*	0	2024	--	6	6	*At least 12 community economic development and enterprises implemented/facilitated by the project*	*Document Review* *Community Feedback* *Conduct of Focus Group Discussions (FGD)* *Review of Monitoring Reports and Project Database* *Validation with beneficiaries on the community economic development and enterprises*
	***2.2** Number of stakeholders (particularly women, youth and former combatants) involved in community economic development initiatives (enterprise, job creation and agri-fishery productivity) facilitated by the program*	*Attendance sheet (Trainings, Activities)* *Project database* *Activity reports* *Endline Survey*	*0*	*2024*	--	*120*	*120*	*240 stakeholders*	*Participant Tracking* *Review of Progress/ Monitoring Reports* *Conduct of Informant Interviews, Surveys* *Conduct of Evaluation and Assessments*
	***2.3** Percentage of beneficiaries who reported an increase in income*	*Endline survey* *Progress Reports*	*0*	*2024*	--	--	*80%*	*80%*	*Conduct of Endline Survey*

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

EXPECTED OUTCOMES / OUTPUTS	OUTPUT INDICATORS[6]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year2	Year 3	FINAL	
									Review of Monitoring/ Progress Reports *Document Review*
Outcome 3. Local capacities for conflict resolution, planning, budgeting, and assisting the implementation of area-based development approach successfully enhanced among key community stakeholders including the local government structures	***3.1** Increased participation of community groups in barangay-level platforms and initiatives established for conflict resolution, planning, and community development*	*Baseline/ Endline Survey* *Attendance Sheets* *Activity/ Progress Reports* *Official Minutes of Meetings*	*0* *(Note: No quantitative survey/studies published on levels of participation in barangay-level platforms and initiatives established for conflict resolution, planning, and community development. A baseline survey during the inception phase of the project will be conducted to determine the baseline value.)*	*2024*	*--*	*--*	*12*	*12 barangay-level platforms functional, with active participation from diverse community groups* *Meetings are held regularly with the participation of relevant stakeholders. Conflict resolution, planning, budgeting and assisting the implementation of area-based development approach are implemented as planned.*	*Conduct of Endline Survey, informant interviews, Focus Group Discussions (FGDs)* *Review of Progress Reports* *Document Review*
	***3.2** Percentage of target community members surveyed reporting that conflict resolution mechanisms* are adequately functioning** in their communities*	*Endline Survey*	*Less than 10%*	*2024*	*--*	*--*	*80%*	*80% of surveyed community members*	*Conduct of Endline Survey* *Conduct of Focus Group Discussions, Key Informant Interviews*

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

EXPECTED OUTCOMES / OUTPUTS	OUTPUT INDICATORS[6]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year2	Year 3	FINAL	
	*Note: *conflict resolution mechanisms include alternative dispute resolutions (ADR), lupong tagapamayapa (barangay council on peace and security), council of elders* ***adequately functioning conflict resolution mechanisms means* • *necessary systems, structures, or processes for conflict resolution are established and available within the community* • *These mechanisms are accessible and impartial* • *Mechanisms are formally established and recognized within the community's governance structures*								
Output 3 *Local development plans that integrate strategies/initiatives to support/sustain area-based development/community economic development projects/community stabilization*	***3.1** Number of LGUs with local development plans integrating strategies/initiatives to support/sustain area-based development/community economic development projects/community stabilization*	*Development Plans* *Official Reports and Government Documents* *Partners and Project Reports*	*0*	*2024*	*--*	*6*	*6*	*12 LGUs*	*Documents Review* *Conduct of Focus Group Discussions, Key Informant Interviews* *Stakeholder Feedback* *Review of Monitoring/ Progress Reports*
	***3.2** Number of local special bodies on peace building and conflict transformation fully functional*	*Official Records* *Project and Monitoring Reports*	*0*	*2024*	*--*	*6*	*6*	*12 (at least 1 per community)*	*Documents Review* *Conduct of Focus Group Discussions, Key Informant Interviews*

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

EXPECTED OUTCOMES / OUTPUTS	OUTPUT INDICATORS[6]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year2	Year 3	FINAL	
		Meeting Minutes *Interviews and Feedback*							*Stakeholder Feedback* *Review of Monitoring/ Progress Reports*

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

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: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

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. A baseline and endline survey will be done by the project to establish baseline data and measure changes and assess the impact of the project's interventions.	Semestral, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	N/A	Included in M&E
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.	Monthly	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.	N/A	Included in M&E
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 M&E
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 DPC
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.	N/A	Included in M&E

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
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.	Annually, and at the end of the project (final report)		N/A	Included in M&E
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.	N/A	Included in M&E and DPC

Evaluation Plan[7]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Terminal Evaluation	N/A	Output 1.2 Democratic institutions, processes, and mechanisms promoting equitable access to justice and rule of law strengthened to foster inclusivity and social cohesion Output 1.3 National and subnational government	SDCF Outcome 1: By 2028, all people, especially those at risk of being left behind, have increased resilience to economic, climatic, disaster, and public health risk through improved, equitable, and gender-responsive access to and utilization of quality social services, social protection,	March 2028	UNDP, JNC, OPAPRU, MILF, LGU, EOJ	USD 35,000

[7] Optional, if needed

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

		institutions have enhanced capacities to implement peace agreements, strengthened inclusion and reconciliation, including reintegration of former combatants and their communities in peacebuilding and inclusive development process	healthy habitat. and enhanced good governance and peace			

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

VII. MULTI-YEAR WORK PLAN [89]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount (in USD)
Output 1: *Area-based development planning strengthened in conflict-affected and conflict-vulnerable communities.* *Gender marker: GEN1*	1.1 Securing partnership and commitment of key relevant partners and stakeholders	×			UNDP	Japan	75700 - Learning Cost 72500 - Supplies 71300 - Local Consultant 71600 - Travel 72300 – Consumables - Fuel, Petroleum and Other Oils 63100 - -Labour Cost IP 71400 – NPSA Staff	9,275.16 4,294.06 520 770.64 200 92,765.38 36,725.08
	1.2 Development of the capabilities of community/barangay leaders to lead processes of socio-transformation for their communities	×	×	×	UNDP	Japan	71300 - Local Consultant 75700 - Learning Cost 72500 - Supplies 71600 - Travel 72300 - Consumables - Fuel, Petroleum and Other Oils	14,000.00 13,740.98 687.05 1,541.28 200.00

[8] 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

[9] 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.

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount (in USD)
	1.3 Conduct of a detailed community assessment or review of human and natural productive resources, with gender-responsive supply and value chain perspectives, as basis for crafting or updating of community economic development plans; assessments are to be conducted on an inclusive basis with community participation.	×			UNDP	Japan	67400 - Labour Cost IP 71400 - NPSA Staff 71300 - Local Consultant 75700 - Learning Cost 71600 - Travel 72300 - Consumables - Fuel, Petroleum and Other Oils	USD 92,765.38 36,725.08 7,000.00 3,246.31 2,028.00 300.00
	1.4 Building / enhancement of local development infrastructure through the establishment of mandated local social formations / structures that would help facilitate participation of stakeholders in community development.	×	×	×	UNDP	Japan	71300 - Local Consultant 75700 - Learning Cost 72500 - Supplies 71600 - Travel 72300 - Consumables - Fuel, Petroleum and Other Oils	USD 7,000 2,164.21 687.05 1,027.52 200.00
	1.5 Training of individuals and groups on relevant development, peace & security and governance laws, policies, mandates and CoRe framework among others.	×	×	×	UNDP	Japan	71300 - Local Consultant 75700 - Learning Cost 72500 - Supplies 71600 - Travel 72300 - Consumables - Fuel, Petroleum and Other Oils	USD 7,000 2,164.21 687.05 1,027.52 200.00

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount (in USD)
	1.6 Provision of small-scale quick impact projects that will help jump start the implementation of some aspects of the area-based development plan of respective communities.	×	×	×	UNDP	Japan	67400- Labour Cost IP 71400 - NPSA Staff 72300- Consumables - Agriculture and Forestry Products 71600 - Travel 72300 - Consumables - Fuel, Petroleum and Other Oils	USD 92,765.38 36,725.08 351,766.45 2,311.92 1,200.00
							Sub-Total for Output 1	**USD 823,710.79**
Output 2: Enhanced human security through the community economic development and livelihood initiatives with meaningful participation of local stakeholders—including women, youth, non-Moro Indigenous Peoples (IPs), settler communities, and MILF/MNLF communities *Gender marker: GEN2*	2.1 Conduct of project feasibility studies taking into consideration value chain, market analyses and environmental impact.	×			UNDP	Japan	71300 - Local Consultant 75700 - Learning Cost 72500 - Supplies 71600 - Travel 72300 - Consumables - Fuel, Petroleum and Other Oils	USD 7,000.00 7,729.30 343.52 1,155.96 200.00
	2.2 Capacity building activities for program participants: skills development for self-employment and income generation and agri-based livelihood as well as project development and management for enterprise and community economic development projects.	×	×	×	UNDP	Japan	71300 - Local Consultant 75700 - Learning Cost 72500 - Supplies 71600 - Travel 72300 - Consumables - Fuel, Petroleum and Other Oils	USD 7,000.00 13,740.98 687.05 3,380.00 200.00

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount (in USD)
	2.3 Development and/or delivery of support for value chain-related community enterprises and alternative (off-resource) livelihood programs including provision of equipment and provision of technical assistance and handholding support to communities in the implementation of community economic development projects and technical assistance to link community enterprises and other livelihood projects with stable markets.	×	×	×	UNDP	Japan	67400- Labour Cost IP 71400 - NPSA Staff 71600 - Travel 72300 - Consumables - Fuel, Petroleum and Other Oils 72300- Consumables - Agriculture and Forestry Products 71300 - Local Consultant 75700 - Learning Cost 72500 - Supplies 71600 - Travel 72300 - Consumables - Fuel, Petroleum and Other Oils	USD 92,765.38 36,725.08 6,084.00 1,200.00 711,954.65 14,000.00 7,574.72 2,061.15 6,935.76 600.00
							Sub-Total for Output 2	**USD 921,337.56**
Output 3: Local capacities for the implementation of community transformation successfully enhanced *Gender marker: GEN1*	3.1 Provision of platforms for local government officials and other relevant stakeholders to develop shared appreciation of the area-based development initiatives that will be implemented in their jurisdictions, trained in the relevant methodologies and frameworks (i.e. CoRe); and assisted to develop functional local bodies.	x	x	x	UNDP	Japan	71300 - Local Consultant 75700 - Learning Cost 72500 - Supplies 71600 - Travel 72300 - Consumables - Fuel, Petroleum and Other Oils 67400- Labour Cost IP 71400 - NPSA Staff	USD 2,100.00 13,740.98 687.05 3,380.00 200.00 92,765.38 36,725.08

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount (in USD)
	3.2 Capacity building to strengthen abilities of local CSOs and local security sector (police/ military commands) in integrating conflict analysis and peace concerns, including gender and development, in plans, using tools, coaching and mentoring, mediating, arbitration, dispute resolution, etc.	x	x	x	UNDP	Japan	71300 - Local Consultant 75700 - Learning Cost 72500 - Supplies 71600 - Travel 72300 - Consumables - Fuel, Petroleum and Other Oils	USD 7,000.00 13,740.98 687.05 3,380.00 200.00
	3.3 Capacity building interventions for peace for community leaders of, both women and men (leadership development, negotiating, influencing, consensus seeking, and key peacebuilding, human security, and gender concepts and principles etc.).		x	x	UNDP	Japan	71300 - Local Consultant 75700 - Learning Cost 71300 - Local Consultant 75700 - Learning Cost 72500 - Supplies 71600 - Travel 72300 - Consumables - Fuel, Petroleum and Other Oils	USD 92,765.38 36,725.08 7,000.00 27,481.96 1,374.10 1,352.00 200.00
	3.4 Strengthen platforms at local levels to bring together all actors in the communities and promoting peace and resolve community conflicts.		x	x	UNDP	Japan	71300 - Local Consultant 75700 - Learning Cost 72500 - Supplies 71600 - Travel 72300 - Consumables - Fuel, Petroleum and Other Oils 67400- Labour Cost IP 71400 - NPSA Staff	USD 5,496.39 1,717.63 1,690.00 100.00 92,765.38 36,725.08
	Sub-Total for Output 3							**USD 479,999.53**
	1. Project Management	×	×	×	UNDP	Japan	71400 - NPSA Staff	USD 97,125.15

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount (in USD)
Project Management Cost (PMC)	2. General Operating Expenses	×	×	×	UNDP	Japan	64300 -DPC - Services provided by CO Staff 74500 - DPC GOE 71600 – Travel 73100 – Common Premises 72300 - Consumables - Fuel, Petroleum and Other Oils 72500 – Office supplies 73400- Vehicle Maintenance	190,768.69 53,121.10 38,324.28 17,733.76 2,000.00 2,000.00 3,000.00
	3. Office Equipment for Project Management Unit	×	×	×	UNDP	Japan	72400 - Communication & Audio Visual Equipment 72200 - Equipment and furniture	8,588.11 46,375.82
	4. Communications: Branding and Visibility related activities		×	×	UNDP	Japan	75700 – Learning Cost 74200 - Promotional Materials and Distribution	30,000.00 21,528.68
	5. Monitoring and Evaluation (pooled CO cost)		×	×	UNDP	Japan	74100 - Capacity Assessment	11,950.00
	6. Terminal Evaluation			×	UNDP	Japan	74100 - Capacity Assessment	35,000.00
	Sub-Total for PMC							**USD 557,515.59**
General Management Support (8%)		×	×	×	UNDP	Japan	75100 - Facilities & Administration	241,962.04
Levy (1%)		×	×	×	UNDP	Japan		30,245.26
TOTAL								**USD** 3,054,770.78

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

A Project Advisory Board will be composed of UNDP and the Project Donor (i.e., representative from the Embassy of Japan). Responsible parties, such as BARMM ministries, LGUs, relevant agencies and organizations may be invited to participate in the PB meetings as the need arises.

The PAB will be organized to serve as the highest decision making body of this project, with the following main responsibilities:

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

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

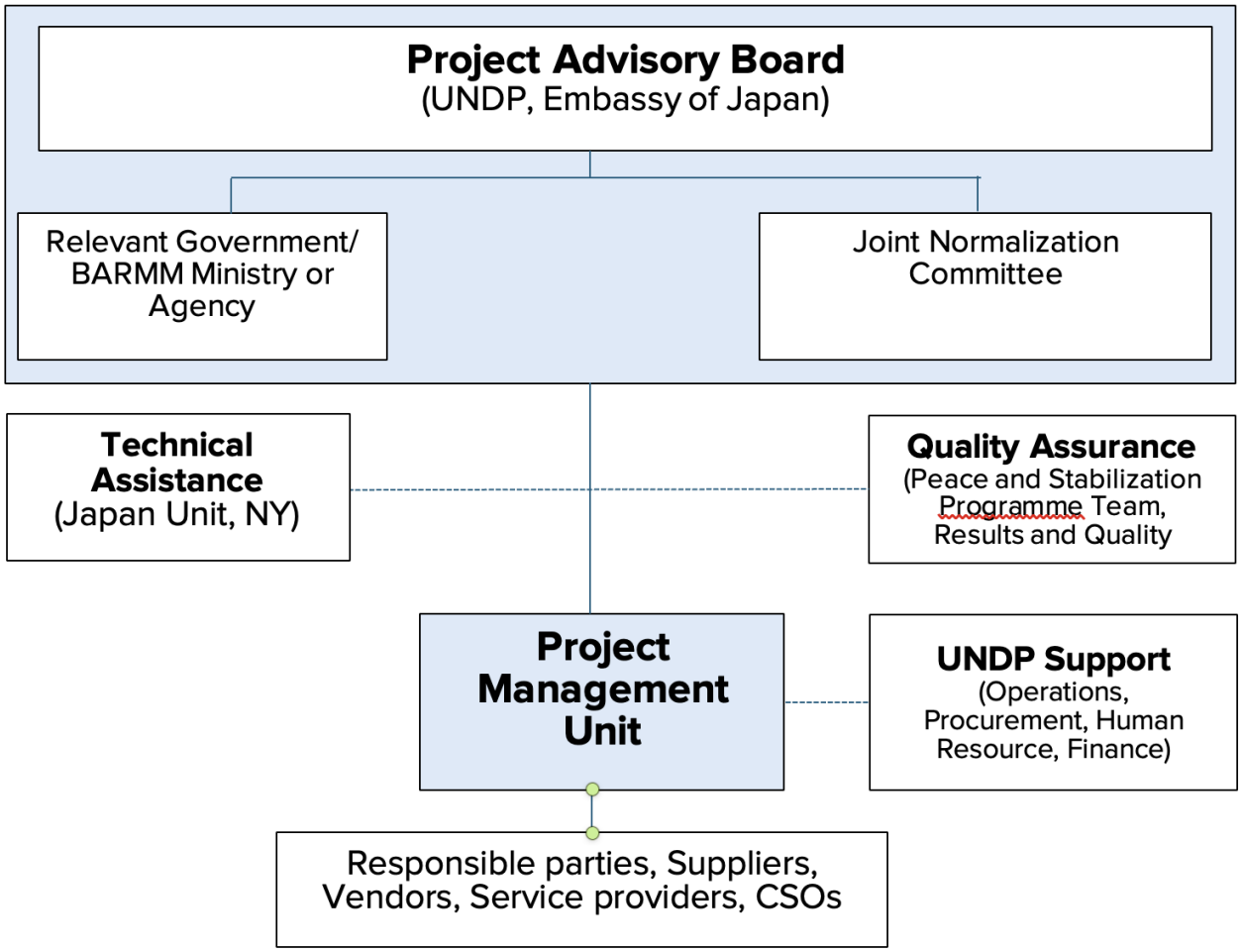
Project Assurance is the responsibility of each Project Board member; however, the role will be delegated to the UNDP Programme Analyst of the Peace and Stabilization Programme Team with support from the Results and Quality Team. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that appropriate project management milestones are managed and completed.

Technical Assistance will also be rendered by UNDP's Japan Unit as necessary.

Implementation will be carried out through the Direct Implementation Modality with UNDP as Implementing Partner. However, UNDP will also partner with LGUs and civil society organizations in implementing the various activities. UNDP will observe appropriate selection processes in engaging partners for the implementation of the project.

Management Structure:

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2



Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

IX. LEGAL CONTEXT

Where the country has signed the Standard Basic Assistance Agreement (SBAA)

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

This project will be implemented by [name of entity] ("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 UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

Direct Implementation Modality

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][10] [UNDP funds received pursuant to the Project Document][11] are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list. 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. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. 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.

[10] To be used where UNDP is the Implementing Partner
[11] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

   a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
      i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
      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 (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

      i. In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
      ii. Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

   d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
      i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
      ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

prevention of SH and SEA, sub-parties may use the training material available at UNDP;

iii. Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification: i. does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or, ii. is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, 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, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

h. 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 (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) 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.

i. 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.

j. 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, corruption other financial irregularities with due confidentiality.

Docusign Envelope ID: 522F556E-24D7-451C-83FC-5BC4E50828B2

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.

k. *Choose one of the three following options:*

Option 1: 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 corruption, other financial irregularities 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, corruption or other financial irregularities, 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.

l. 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.

m. 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.

n. 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.