PROJECT DOCUMENT
UNDP Philippines

Project Title: Localizing e-Governance for Accelerated Provision of Services (LeAPS) Program
Project ID: 00128976 **Output ID:** 00122808
Implementing Partner: Ministry of the Interior and Local Government – BARMM

Start Date: 01 January 2022 **End Date:** 31 December 2023

PAC Meeting Date: 16 December 2021

Brief Description
Emphasis on improving public services using technology and innovations was strengthened when the Bangsamoro Autonomous Region of Muslim Mindanao (BARMM) government had to deal with the COVID-19 pandemic along with other transition related concerns. Even prior the pandemic, the Ministry of the Interior and Local Government (MILG) already recognized the challenge of improving public service delivery in BARMM and to respond to substantial gaps in public service delivery at the local level, the MILG forged a partnership with UNDP for the **Localizing e-Governance for Accelerated Provision of Services (LeAPS) Program**. With the overall goal of **"A highly trusted governance aimed at co-creating and bringing meaningful citizen-centric services towards the digital transformation for an empowered Bangsamoro",** the LeAPS Program will harness the transformative power of data, digitalization, and people-centered governance to substantially improve the delivery of local public services, develop ICT capacity in civil servants and citizens and generate awareness, ease of use and, eventually, ownership of digital tools and processes, completing a journey towards digital transformation.

Contributing Outcome
B1 UN PFSD and UNDP CPD Outcome Alignment
1. The most marginalized, vulnerable, and at-risk people and group benefits from inclusive and quality services and live-in supportive environment wherein their nutrition, food, security, and health are ensured/protected.

B.2 CPD Output Indicator Alignment
1.1.2 Number of UNDP assisted Municipalities with GAD communities having innovative monitoring platforms providing disaggregated data.
1.2.1 Number of UNDP assisted NGAs and LGUs implementing reforms and innovations for delivery and monitoring of services, public finance management, or public procurement.
1.2.2 Number of NGAs and LGUs using UNDP assisted electronic governance system.

B.3 SP Output Alignment
2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions
Number of countries using frameworks that leverage digital technologies and big data for:

a. Delivery and monitoring of Services
b. Public engagement
c. Access and protection of information
d. Legal identity and civil registration
e. Urban Development using Smart Technologies

Other critical public services (e.g., public procurement)

Gender Marker: GEN2 (gender equality is a significant objective).

Total resources required:		USD 13,970,573 PHP 715,153,643
Total resources allocated:	**Donor:**	
	Government:	USD 6,515,149 PHP 333,510,463
Unfunded:		USD 7,455,424 PHP 381,643,180

Agreed by:

Government	UNDP
Atty. Naguib G. Sinarimbo Minister Ministry of the Interior and Local Government Bangsamoro Autonomous Region of Muslim Mindanao	**Selva Ramachandran** Resident Representative United Nations Development Programme Philippines
Date: 04 MARCH 2022	Date: 04 MARCH 2022

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I. DEVELOPMENT CHALLENGE

Background

The Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) was borne out of more than 300 years of conflict traced all the way back to the advent of Spanish Colonization. More than three centuries of war severely impacted on economic and social development and displaced multitudes of Bangsamoro people from their ancestral lands and homes. The signing of the final peace agreement between the Philippine Government and the Moro Islamic Liberation Front (MILF) originating in 1995 culminated in the enactment and subsequent ratification of the Bangsamoro Organic Law (BOL) in 2018. These developments allowed for the re-establishment of a unified government, the rebuilding of structures and strengthening of institutions which will provide the impetus for the improvement in the well-being of the Bangsamoro people and other citizens in the region.

The BARMM government is in the crucial process of establishing a foundation for good governance in its area of jurisdiction. It began this task earnestly upon assumption to power by establishing key policies and institutions such as the Office of the Chief Minister and the the Bangsamoro Transition Authority (BTA), as provided for in the BOL in 2019. Before the COVID-19 pandemic, the BTA was targeting to pass seven priority legislative legislations. However, only the Administrative Code and the Civil Service Code were approved in October 2020 and February 2021, respectively. On the other hand, the Local Government Code is still for approval. [1]

To provide guidance on regional development, the Bangsamoro Development Plan (BDP 2020-2022) has been prepared. The over-all goal of the BARMM government **"is to uplift the lives of the Bangsamoro and the establishment of the foundations of self-governance through moral governance".** Eight development goals were identified to be the focus of BARMM government's interventions until 2022. Notably, out of the eight development goals, three are directed towards improving regional governance, namely: **(1) establish the foundation for an inclusive, transparent, accountable, and efficient governance; (2) ensure access to and delivery of quality services for human capital development; and (3) harness technology and innovations to increase socioeconomic opportunities to improve government services**.[2]

Emphasis on improving public services using technology and innovations was strengthened when the young BARMM government had to deal with the COVID-19 pandemic along with other transition related concerns.

- ***Human development situation in BARMM***

It is an important opportunity to improve governance and public service delivery in one of the poorest parts of the country that has suffered from long-term fragility and instability. According to the Philippine Statistics Authority, in 2006, less than half of BARMM's population (47 percent) are classified as poor wherein national poverty incidence was at 26.6 percent. Poverty in BARMM further worsened in the succeeding years. In 2021, poverty incidence was at 56 percent, while the national data decreased by 25.2 percent. The year 2018 recorded a 61.8 percent poverty incidence; "this rate is almost four times the national poverty incidence on the same year, which was at 16.6 percent" [3].

In terms of human development, BARMM provinces are lagging as reported in the 2015 Human Development Index[4]. The Socioeconomic Impact Assessment (SEIA) of COVID-19 Report which was jointly undertaken by UNDP Philippines and the Bangsamoro Planning and Development Authority (BPDA), it was found out that the COVID-19 pandemic has further exacerbated the multidimensional vulnerabilities and inequalities in BARMM.[5]

1 The Socioeconomic Impact Assessment of COVID-19 in BARMM, pages 79-80

2 1st Bangsamoro Development Plan 2020-2022, page 43.

3 The Socioeconomic Impact Assessment of COVID-19 in BARMM, page 10

4 https://www.hdn.org.ph/2020-2021-philippine-human-development-report/

5 The Socioeconomic Impact Assessment of COVID-19 in BARMM, page 68

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- ***Challenges on Women, Peace and Security in BARMM***

The BARMM government's inclusive approach towards governance has expanded women's status in the context of peace and security in the Bangsamoro region. However, security related events like the Marawi siege and the continuing conflict with the Bangsamoro Islamic Freedom Fighters (BIFF), Abu Sayyaf Group (ASG) and other non-state armed groups in the BARMM highlight threats to women and other vulnerable sectors of the Bangsamoro society. In the women empowerment scene, there is a need to institutionalize affirmative action interventions and programs meant to empower women in Bangsamoro society and to further expand women's participation in governance and in the peace and development processes.

- ***Poor quality and lack of access to public services***

Stakeholders' perception on now defunct Autonomous Region in Muslim Mindanao (ARMM) governance surfaced limited trust and confidence in governance, which was rooted, among others on poor grassroots access to government services. Specific governance issues identified included poor access to government services specially for people in geographically isolated and disadvantaged areas (GIDA), corruption due to prolonged red tape brought about by disjointed long waiting process for government services and high expenses of transacting business with government. For example, Business Permit application in some local government units (LGUs) involves several steps and visits to other government offices to fulfill the process. This can be especially challenging for service recipients with difficulties whether they be senior citizens or persons with disabilities.

Government officials are not exempted from experiencing difficulties on accessing services. When it comes to the application of Travel Authority, the Ministry of the Interior and Local Government (MILG) faces challenges when the application is elevated to the regional and national offices for validation and certification. Given this, the speed of the process is determined by the availability of signatories and the ability to follow up through emails, calls and visits to ensure that the file is given attention. There was also a recognition of the need for a centralized system that minimizes the back and forth and waiting time for signatories.

Most recently, the need for more efficient and effective public service delivery has been put to fore with the advent of the COVID-19 pandemic as it highlighted the need to develop non-contact solutions to governance challenges, and the importance to bring into virtual space some of government services, including feedback mechanisms on service delivery, was also realized.

During the initial run of the Digital Service Design Lab as part of the LeAPS initiation phase, it was found out that Business Permit application in LGUs involves several steps and visits to other government offices to fulfill the process. This can be especially challenging for service recipients with difficulties whether they be senior citizens or persons with disabilities.

Government officials are not exempted from this challenge. The challenge the MILG faces when it comes to Travel Authority occurs when the application is elevated to the regional and national offices for validation and certification. Given this, the speed of the process is determined by the availability of signatories and the ability to follow up through emails, calls and visits to ensure the file is given attention. There was a recognition of the need for a centralized system that minimizes the back and forth and waiting time for signatories.

- ***Limited access to information and communications technology (ICT) and connectivity***

The Philippine National Government's Department of Information and Communication Technology (DICT) leads the government digital transformation to respond to the multi-sectoral call for enhanced public service delivery and improved internet access under the new normal. [6] The BARMM is set to follow this direction. However, it is noted that BARMM's internet connectivity remains to be a problem with only 20 percent penetration rate across the region.

6 Samaya Dharmaraj, OPENGOV Asia.Com, Digital Philippines to Lead Government Transformation, July 27, 2020

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The importance of strong and reliable internet connectivity was heightened during the COVID-19 pandemic. As the whole country enters the “new normal” it is also recognized that some government services had to be streamlined and converted to e-services. Going into the direction of digital governance, delivery of services and government transactions would be difficult if internet connectivity in BARMM would not be improved.

- ***Lack of systematic database and updated data for planning and programming***

As the BARMM government accelerates peacebuilding efforts and socioeconomic development, it will need to ensure that policy decisions are backed by accurate and timely data. Availability of up-to-date information provides a clear perspective of the local situation and in making more responsive actions. Again, the COVID-19 pandemic highlighted the significance of having a systematic database wherein information on BARMM’s population can be updated and easily access by all ministries. This was crucial during the height of COVID-19 pandemic since the regional government had to clearly identify the most affected sectors and their needs. However, systematic database is currently missing in BARMM.

The need for a systematic and community-based database is backed by a national law, which BARMM LGUs should comply with in the coming years. The passage of the Community-Based Monitoring System (CBMS) Act or Republic Act 11315, mandates all LGUs in the country, including BARMM, to establish their community-based monitoring system that regularly generates updated and disaggregated data necessary in targeting beneficiaries, comprehensive poverty analysis and needs prioritization, designing appropriate policies and interventions and monitoring impacts overtime.

- ***Improving digital literacy of public servants and citizens***

In addition to the challenges of providing a robust base in terms of ICT applications and data base is the commensurate challenge of developing capacities of the Bangsamoro civil servants and the citizenry. They should be capacitated to understand, operate, and use digital tools to increase ease of access to government services and enable citizens’ participation in the governance process, to enable the people to own and treasure these digital tools, recognizing their significance and importance in a Bangsamoro “new normal”.

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II. STRATEGY

Even before COVID-19 pandemic, the MILG already recognized the challenge of improving public service delivery in BARMM. As the mandated BARMM ministry to support the Chief Minister in the regulation of its constituent local governments[7], the MILG understands that LGUs are at the centre of the challenge to improve local service delivery. To build the capacity of MILG and BARMM LGUs and respond to the substantial gaps in public service delivery at the local level, in July 2020, the Bangsamoro Government, through the MILG, forged a partnership with UNDP Philippines for the initial implementation of the **Localizing e-Governance for Accelerated Provision of Services (LeAPS) Project**; that seeks to apply, where possible, the strategic framework and principles of the UNDP Bangladesh – supported Access to Information (a2i) program to the specific social, cultural and economic contexts of BARMM.

To lay down the foundation, a LeAPS Project Initiation Plan (PIP) was developed wherein major activities to drive the initiation phase of the LeAPS Project were identified to demonstrate "quick wins" in a short span of time. It was also desired that strong buy-in among stakeholders – from the MILG, pilot LGUs and CSOs, is demonstrated at the early phase of the LeAPS Project. Hence, multiple actors were involved as the activities were implemented along the way.

Table 1. Summary of Completed Activities under the LeAPS PIP

• *Service and business processes were simplified, and prototypes produced for the pilot e-services. For MILG the pilot services are: (1) Issuance of Sanggunian Member/Barangay Eligibility Certification and (2) Application for Travel Authority; and for the LGU frontline services: (1) registration application for birth certificate and (2) application for business permit/mayor's permit.* • *Capacities of MILG, Butig and Piagapo were enhanced in the areas of digital service design, empathy and service mapping, citizen centric public service delivery innovation, and service process simplification.* • *A training manual on Digital Service Design Laboratory was developed.* • *Development of #DigitalBangsamoro Portal Prototype*
• *Various ICT equipment have been procured by UNDP which were turned over to MILG. These are 15 laptops, 122 tablets, and 300 pocket Wi-Fi gadgets. These gadgets will aid MILG's adaptation to a digital work environment such as undertaking blended training, virtual meetings, and utilization of a digital database.* • *Installation and deployment of VSAT facilities for the pilot LGUs (Butig and Piagapo).*
• *DevLIVE+ induction and TOT for the MILG to help deepen their appreciation on DevLIVE+. Through the hands-on activities, they were able to understand that DevLIVE+ goes beyond household profiling but data generated could really inform local development, if maximized.* • *Heads of offices of Butig and Piagapo and MILG Technical Working Group representatives were capacitated on evidenced based planning and programming through integrating DevLIVE+ data base into the local plans.*

During the PIP implementation period, interest on the LeAPS Project grew. Expanding the LeAPS Project into a Program with the prospect of covering more LGUs, several ministries and institutions in the BARMM was envisioned, noting that a "proof of concept viability" were initially demonstrated during the initiation phase.

7 Official website of the MILG-BARMM, https://milg.bangsamoro.gov.ph/index.php/mandatefunctions

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Building on the good practices and lessons learned from the implementation of the LeAPS Project, a Theory of Change (TOC) for the LeAPs Program was crafted through consultations with various stakeholders such as representatives from the CSOs, Academe, LGUs and the MILG. *(please see Figure 1)*. The TOC provides a sustained causal pathway for the LeAPS Program targeted to respond to development challenges and governance deficits in BARMM. It will harness the transformative power of data, digitalization, and people-centered governance to substantially improve the delivery of local public services, develop ICT capacity in civil servants and citizens and generate awareness, ease of use and, eventually, ownership of digital tools and processes, completing a journey towards digital transformation. As shown in the TOC, the the long-term goal identified is – **"A highly trusted governance aimed at co-creating and bringing meaningful citizen-centric services towards the digital transformation for an empowered Bangsamoro"**.

In line with UNDP Philippines' Country Programme Development, LeAPS Program contributes to Outcome 1, that is ensuring that **"the most marginalized, vulnerable, and at-risk people and groups benefit from inclusive and quality services and live in a supportive environment wherein their nutrition, food security, and health are ensured/protected"**.

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OUTCOME

A HIGHLY TRUSTED GOVERNANCE AIMED AT CO-CREATING AND BRINGING MEANINGFUL CITIZEN-CENTRIC SERVICES TOWARDS THE DIGITAL TRANSFORMATION FOR AN EMPOWERED BANGSAMORO

OUTCOMES

OUTCOME RESULTS

1. Citizens specially the vulnerable, women and person with disability are actively participating in governance through ICT tools.
2. Governance is improved with better policies, budget, and planning through ICT systems.
3. ICT systems harmonized, integrated, and consolidated in the BARMM.
4. Citizens own Digital Systems, Enabling Digital Transformation.

OUTPUT RESULTS

- E-services and Digital Centers set up and operational in select LGUS and ministries in BARMM.
- Data Center for MILG set-up, operational, and maintained.
- Satisfied citizens accessing e-services and monitored through DevLive
- DevLIVE+ generated data used for evidence-based local and regional planning.
- Effectiveness of human resources in digital transformation for staff and constituents
- Formal coalition among institutions, local and international, private, and public sectors supportive of Digital Bangsamoro established
- Action for program sustainability beyond 2022 initiated including Digital Transformation Road Map developed
- Effective program management
- Special capacity development interventions on ICT for women including other marginalized sectors of society is implemented

OUTCOME ASSUMPTIONS

a. Stable BARMM government is maintained.
b. Presence of a specific coordinating agency for BARMM digital transformation efforts.
c. Empowered citizenry manifests full ownership and understanding of BARMM's digital transformation.

OUTCOME RISKS

a. Changes on BARMM government where LeAPS Program would be deprioritized.
b. ICT directions in BARMM may be disintegrated.

OUTPUTS AND STRATEGIES

OUTPUT 1
E-services and Digital Centres established in pilot BARMM LGUs and Ministries and made accessible to women, senior citizens and PWDs

Strategy:
E-services and data applications deployment with remote Digital Access for e-Services (Digital Centers)

OUTPUT 2
BARMM local government units are able to collect gender-disaggregated household and sectoral data for use in local development and resilience planning

Strategy:
Establishment of a development database linked with local development planning and management

OUTPUT 3
The 5-year Digital Transformation Roadmap for Bangsamoro is established with sustainability measures

Strategy:
Social marketing campaigns, communication towards program ownership
Institutionalization through policy development

OUTPUT 4

Program managed efficiently

Strategy:
Program Management, Communication, and Knowledge Management

OUTPUT ASSUMPTIONS

a. Committed resources for the program is released in a timely manner.
b. LeAPS Program components are firmly in place
c. Strong buy-in of internal and external stakeholders on all program components is in place.

OUTPUT RISKS

Budget allocated may be delayed, significantly reduced, or not be released.

Deployment of goods and services may be disrupted.

ACTIVITIES

1. Digital Service Design Lab (DSDL) and Empathy Training in select LGUs and BARMM ministries.
2. #DigitalBangsamoro Portal development, administration, development of e-services and handover.
3. Enable internet connectivity in select LGUs.
4. Procurement and set-up of ICT equipment for Data Center.
5. Install and test infrastructure and equipment Digital Centers, and Data Center.
6. Develop and produce user and administrator manuals
7. Training and deployment of DevLIVE application for citizens monitoring.
8. Develop and Set-up monitoring and data analytics system for e-services and DevLIVE application.
9. Capacity development training for citizens, LGU/ Ministries Staff, on ICT and data management skills.
10. Targeted trainings focused on women for DSDL and ICT literacy.

1. DevLIVE+ Orientation for select LGUs.
2. Procurement of equipment and hiring of service providers.
3. Training of LGU personnel on data collection, management, validation, and processing.
4. Targeted DevLIVE+ trainings for women and youth.

1. Organization and Capacity Development on ICT training of the LeAPS Volunteer Corps (LVC)
2. Development of a 5-year Digital Transformation Roadmap with key stakeholders.
3. Activities supporting the development of policies to support the institutionalization of LeAPS program.
4. Activities to foster partnership with CSOs Academe, BARMM Institutions, Key NGAs and the Private sector in program implementation
5. Social marketing, information, and utilization campaign on the LeAPS program in all pilot expansion and key Ministries in the BARMM (IECs)

1. Program coordination, management, and quality assurance.
2. Communications and Knowledge Management.
3. Conduct Quarterly Monitoring and Evaluation Activities.

ACTIVITY ASSUMPTIONS

a. Committed resources for the program is released in a timely manner.
b. Stable internet connectivity and power supply in the target LGUs.
c. Enough human resources/staffs designated as trainers for various program components.
d. Compliance on Data Privacy Act and data properly handled.

ACTIVITY RISKS

a. Budget allocated may be delayed, significantly reduced, or not be released.
b. Insufficient supply of internet service and power supply/provider/companies
c. Not enough civil servants capacitated or resources mismatch in the required skills and expertise to operate.
d. Privacy protocols may be breached where collected data are misused and corrupted.

MITIGATION MEASURES

a. Demonstrate and deliver proof of concept to be communicated to various stakeholders.
b. Support and ensure LeAPS Program alignment to ICT related efforts of MOTC and OCM – BARMM.
c. Conduct robust marketing and scoping within and outside the region and technical assessment in the identified LGUs.
d. Coordinate with MILG TWG the number of staff and skillsets required in every activity to be conducted.
e. Support the MOTC and MILG on the implementation of the Data Privacy Act.
f. Develop project modules on data privacy and back-end data security and privacy measures embedded in the system.
g. Conduct digital literacy trainings to prevent unauthorized use, collection, careless processing of personal data, including the Data Privacy Act.

Figure 1. *LeAPS Program Theory of Change*

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An over-arching strategy emerged – the first two years of implementation (2022-2023) will be meant to continuously establish a "proof of concept viability" of the digital transformation through the LeAPS Program. This proof of concept, when established, will be utilized to rally all stakeholders, together with the BTA and the BARMM ministries, all the way to the national government and development partners for support towards the BARMM-wide Digital Transformation.

The idea of Digital Transformation consisting of e-Governance, e-Services and e-Commerce were agreed upon as making up the fundamental base of the program. LeAPS will pursue an approach where the implementation of program activities is intended to influence systemic changes in terms of ways of working, knowledge systems and service delivery processes for the citizens towards whom the initiatives are aimed. It is also meant to engender ownership of digital concepts in the mindsets of public servants and citizens, paving the way towards digital transformation. The programmatic interventions will be initially designed to learn from operational experiments and will aim at translating programmatic experiences and good practices into capacities of MILG, other ministries, and LGUs so that the time and effort of citizens needed to access services are substantially reduced. These interventions will later segue into citizen driven designs and capacity development to build and strengthen organic competence in ICT work.

Interventions to be undertaken through the LeAPS Program are also aligned to the following Sustainable Development Goals (SDGs):

- **SDG 5: Gender Equality –** Implementation of interventions focused on women's participation in the program implementation
- **SDG 9: Industry, Innovation, and Infrastructure –** Infrastructure and innovation are crucial drivers of economic growth and development for BARMM. Provision of information and communications technology (ICT) equipment will aid the region's local e-governance and public service delivery.
- **SDG 16: Peace, Justice and Strong Institutions** – Data interventions (through Development through Local Indicators and Vulnerability Exposure Database or DevLIVE+) and citizens participation (through DevLIVE, Digital Service Design Lab) will enable people participation in the strengthening of Bangsamoro institutions
- **SDG 17: Partnerships for the Goals** – A sustained implementation of the program will bring together all possible stakeholders and forge a strongly bonded force towards the attainment of SDGs.

The sustained results, true to the TOC goal contemplates the inter-operability, integration, consolidation, and harmonization of all ICT efforts in the Bangsamoro region towards an MILG led Digital Transformation movement in the BARMM. This strategy provides continuity to the LeAPS Program. It also contains interventions to plan the seeds of sustainability within the life of the original program life.

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III. RESULTS AND PARTNERSHIPS

Expected Results

Within the causal logical stream, the LeAPS Program aims to achieve key results through a set of mutually reinforcing intertwined activities, supporting one of the four stated outputs. The narrative below describes in detail the strategies designed to produce results in each of the corresponding outputs:

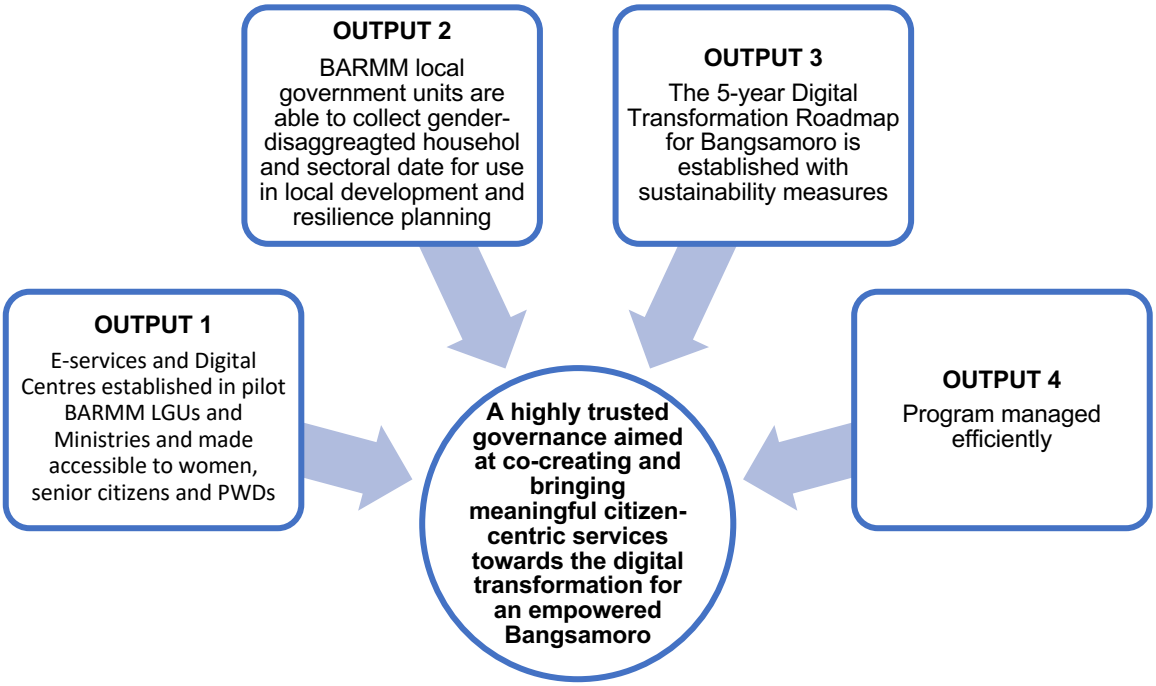


Figure 2. *LeAPS Program Results Diagram*

Output 1: E-services and Digital Centres established in pilot BARMM LGUs and Ministries and made accessible to women, senior citizens and PWDs

This output aims to provide tangible ICT infrastructure and citizen centric public e-services delivery for constituency use. It will also provide robust foundations for government staff capacity for data acquisition storage and utilization.

E-services and Digital Centers setup: Carrying-on from the LeAPS initiation phase, Digital Service Design Lab (DSDL) will continually be implemented under the LeAPS Program. The DSDL is an intensive workshop to guide BARMM ministries and LGUs in analyzing their service delivery process from the perspective of both service provider and service recipient. The DSDL aims to transform how services and information to the public are delivered with the help of digital channels is guided by four (4) service design principles: 1) user-centered, 2) sequential, 3) holistic, and 4) co-created.

Empathy Training was designed by and has been widely applied in the a2i program to help mid-to-senior level government officials in Bangladesh experience first-hand the challenges of accessing basic public service by a common citizen. A contextually relevant adaptation of the Empathy Training embedded within the DSDL will be a part of training curriculum for LGU staff and leaders in BARMM and MILG field officers to encourage change in mindsets towards encouraging a more people- centric responsive behaviour of local authorities in service provision. This training has been utilized with successful results in the LeAPS initiation phase and will be implemented in expansion areas as well as in selected BARMM institutions.

The results of the DSDL workshop are the service process simplification (SPS) and prototyping

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of the selected frontline services[8]. The technical development of the portal and e-services will commence upon the completion of the DSDL Season 2 TOT workshops with the additional 5 LGUs and 5 ministries, which will have a total of fourteen (14) e-services for initial development, implementation, and streamlining. The portal development will be defined in the Terms of Reference (TOR), which will define the scope, timeline, and corresponding cost based on level of effort (LOE). A competitive bidding process will be conducted to ensure that the development of the #DigitalBangsamoro portal is contextualized in the BARMM. One of the key outputs of the LeAPS Project is the #DigitalBangsamoro portal which will serve as the centralized platform to avail e-services offered by the MILG and LGUs, inspired by the Government of Bangladesh's Access to Information (a2i) Program. Based on the original strategy of the Project, the a2i Bangladesh Team will be tapped to spearhead the development of the #DigitalBangsamoro portal, being one of the trailblazers in digitalization in developing countries. Having an IT and web development team with local presence is deemed to be more strategic and ensures that localized context and DSDL workshop outputs can be well integrated in the design of the #DigitalBangsamoro portal. In addition, onsite meetings (as required) can easily be arranged and that the response time from a firm with local presence is received with minimal turnaround time. In terms of working arrangements, it is deemed easier to manage an IT team with local presence given communication and travel requirements. This will not only lessen the delays but, also hasten the coordination, development, completion, and launch of the #DigitalBangsamoro portal. In view of this, the LeAPS Core Team recommends opening the selection process for the #DigitalBangsamoro portal development to international and national firms with local presence. The a2i Bangladesh Team may still be engaged for technical advice, expert review, and application of its best practices throughout the portal development process.

The Agile Manifesto of Software Development will be the methodology to be used for the LeAPS Program to put forth a groundbreaking mindset on delivering value and collaborating with key stakeholders. The Agile methodology[9] is a way to manage a project by breaking it up into several phases. It involves constant collaboration with stakeholders and continuous improvement at every stage. Once the work begins, teams' cycle through a process of planning, executing, and evaluating. Continuous collaboration is vital, both with the program team members (UNDP LeAPS PMO) and the key program stakeholders (MILG, LGUs, ministries). The scope and timeline of web development work including service-level agreement (SLA), non-disclosure agreement, technical support on local domain transfer, data migration to local servers and/or cloud hosting, maintenance, user acceptance testing (UAT), handover of source code, and knowledge transfer/capacity building among others will be stated in the Terms of Reference (ToR). The a2i development team of Bangladesh following its framework and methodology may provide the technical guidance and support for the replication of the Government of Bangladesh's MyGov for the #DigitalBangsamoro portal with the e-services at an agreed cost[10].

The change process envisioned will start by setting up pilot implementation in two (2) pilot areas (Butig and Piagapo), which will be provided with e-services developed by a2i[11] web

8 During the LeAPS Project Initiation Phase following frontline services were subjected to DSDL: (1) Application for a travel authority; and, (2) application for Sangguniang Member Eligibility (both for the MILG; (3) application for business/mayor's permit; and (4) application for birth certificate.

9 Wrike, 'Project Management Guide (FAQ)', Wrike, 2021, https://www.wrike.com/project-management-guide/faq/what-is-agile-methodology-in-project-management/

10 The cost will be determined in the scope and delivery timeframe specified in the ToR.

11The design and implementation arrangements for LeAPS are being informed by experiential learning and insights from the Government of Bangladesh's Access to Information (a2i) program, adapting a select set of programmatic interventions to the specific socio-cultural and economic context of BARMM. As a flagship programme of the Digital Bangladesh agenda, a2i was selected given similar starting challenges in Bangladesh and BARMM of poor connectivity and local governance in remote, rural locations; shared social and cultural context; and, a2i's recognized status as a leading global program that has dramatically improved citizens access to services and information, and expanded opportunities for community participation at the local

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development team with technical and management oversight from the UNDP LeAPS PMO. Twelve (12)[12] digital centers with interactive call centers in LGUs plus eleven (11) in the ministries are modeled around the Union Digital Centers of the a2i program. These physical digital centers will serve as a unified channel for delivering efficient and digitized public services.

This strategy will support simplification and wherever appropriate standardization and/or improvement of service access by citizens through electronic means, with a focus on strengthening decentralized delivery of citizen-centric public services at the LGU level and ministry level (for their frontline services). This would involve procurement and deployment of ICT infrastructure and e-governance systems for all LGUs and ministries in BARMM, as well as building informed consensus on standardized protocols for e-service delivery. Specifications for ICT equipment and digital solutions would be prepared in consultation with and approved by MILG to ensure that these are appropriate for the region 's socioeconomic context.

Citizens will be able to access designated e-services of LGUs through an interactive internet-based portal, either directly on their smartphones or at Program-supported digital centers. The existing websites of MILG and 118 LGUs will be upgraded to a common, interactive portal, drawing on the design of a2i's national portal framework which enabled web presence of more than 46,000 government offices making approximately 600 e-services accessible to public Digital Centers will be located within the municipal hall of each participating LGU to bring government services closer to the people and reduce effort, cost and time of in the citizenry access.

Interactive Call Centers: Interactive call centers will be set-up (in each target LGU) for information provisioning, grievance redress and delivery of select services. Citizens would be able to dial-in and receive information about procedures of receiving public services, relay complaints / grievances and request delivery of select service. Information from these call centers will be collected and transmitted in real time to the concerned LGU through the established e-service portals. Administration of the call centers is centralized with the MILG utilizing the Data Center for this purpose.

As a sustainability measure, the LeAPS Program intends to start interaction with private ICT providers to facilitate a better public-private partnership with local entrepreneurs who may be willing to operate the centers in the future. The delivery of services in these instances will be appropriately priced as part of a fee-based revenue model to facilitate operational sustainability.

The experience and expertise of 333 Call Centre of a2i program will be leveraged in getting the BARMM call center established and operational, including exploring the possibility of strategic partnership with private business process outsourcing (BPO) for voice platform / government call centers to invest in BARMM.

Establishment of MILG Data Center: A fully functional data center will be set up in the MILG. Within the ICT Infrastructure, applications for data utilization will be installed and operated. This will allow data from all BARMM LGUs to be collated, integrated, and consolidated to provide ease in accessing basic public services through sole administration and security of data repository. The MILG data center will be the control center of all the interactive call centers to be deployed in BARMM LGUs.

level. LeAPS will build on the a2i experience towards the transformation in local governance in BARMM by opening up governance, enabling citizens to capitalize on the benefits of improved access to services and information, community enterprise development, and skills development.

12 This would include provisions for core computing and storage as managed service for hosting e-Governance applications on the Cloud, computer and connectivity systems at the Digital Centers to be established at LGUs, and at MILG. Technical specifications would be prepared by the UNDP LeAPS PMO in consultation with MILG-BARMM to ensure that these are appropriate for the region's socioeconomic context.

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An ICT Division MILG must be established and formally capacitated in the technical areas such as data center administration, server maintenance, troubleshooting, data backup, providing ICT access, among others. The ICT Division personnel must consist of the following: ICT Division Chief, Deputy ICT Division Chief, Server Administrator, Database Administrator, Network Administrator, Web/Portal Administrator, Call Center Administrator, ICT Support, and Helpdesk Support.

Customization and Implementation of DevLive Application: Drawing on UNDP's substantial experience of working with citizen groups to monitor the delivery of government-provided services, a citizens' monitoring mechanism will be established to ensure that ICT equipment and digital solutions meet relevant quality benchmarks, are responsive to the requirements of public, and are optimally used to improve the access and efficacy of public service delivery. DevLIVE will be deployed for this purpose. It is an online data capture and visualization application which was developed thru partnership with UNDP Philippines and the Department of Interior and Local Government (DILG) of the Philippine national government. In the current past, it has been successfully used for citizens to provide feedback in terms of progress, timeliness, and effectiveness of government Programs in real time. It is also envisioned to be important initial steps towards the establishment of a more citizen inclusive governance and pave the way towards e-Democracy in the BARMM.

Special focus on Women: Driving the gender and development and women empowerment effort of the LeAPS Program is specific program policy to involve ICT capacitated women in the e-services, digital center, call center and data center set-up and implementation effort. Qualified ICT skilled women will be tapped for active participation in the set-up, administration of maintenance of e-services, digital centers, call centers and the MILG data center.

A separate Training of Trainers (ToT) program both for DSDL and DevLIVE will be designed and delivered for women participants. Follow on interventions will focus on empowering women to lead in the implementation and management of these components.

Output 2: BARMM local government units are able to collect gender-disaggregated household and sectoral data for use in local development and resilience planning

This output aims to provide technical support to MILG and BARMM LGUs in line with data collection and analysis towards better planning, budgeting, and policy development/management. Finally, it will provide citizenry with the opportunity to give feedback and other inputs into government actions and governance systems.

Roll-out of DevLIVE+: Technical assistance will be provided to LGUs in collecting local information and in establishing their development database to help facilitate the formulation of evidence based and well-informed plans and budgets through the DevLIVE+ application. The LGU-operated development database can also be used to prioritize beneficiaries of government services. This will also strengthen the capacity of MILG to monitor specific local indicators and performance of the LGUs.

Special focus on Women: Like earlier strategy, dedicated ToT program for women will be designed to capacitate them to become the future trainers of the DevLIVE+. Follow on interventions will also provide to empower Bangsamoro women to lead in the implementation and management of these components.

Output 3: The 5-year Digital Transformation Roadmap for Bangsamoro is established with sustainability measures.

This supports the earlier outputs by providing an effective and efficient enabling environment where public servants and the citizenry can maximize interactions in pursuit of progress and development. The enabling environment will include support for policy development towards institutionalization, formalizing partnership across various stockholders and social marketing and communications to strengthen awareness for both public servants and the citizenry

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leading to full ownership of the program.

An expansive and inclusive process of consultative dialogue involving all stakeholders is an essential pre-requisite for building informed consensus on targeted policy interventions for e-service delivery. This institutionalized dialogue process would also serve as an intra-regional platform for advocacy through which all BARMM LGUs (including provinces) can have a healthy exchange of information and ideas to enable integrated governance across the BARMM.

There would also be information and education campaigns to widely publicize the features and facilities provisioned under the program, and procedures of accessing these facilities. Implementation of the campaign strategy will utilize multiple channels/mediums to communicate key messages to common public in easy-to-understand format.

This strategy also envisions the organization and training of a corps of Bangsamoro Youth volunteers from Barangays in the pilot and expansion LGUs to be force multipliers in the task of social mobilization, grassroots training, information dissemination and advocacy IECS. The Bangsamoro youth is seen as possessing the potential for ICT training and knowledge management in the BARMM. This will be known as the LeAPS Volunteer Corps (LVC).[13]

Volunteer corps members will be organized to be information conduits and trainers with the potential to handhold an expansive set of citizens towards use and appreciation of e-services and other features of the LeAPS Program and will be prepared accordingly. From a core organized in pilot and expansion areas, they will lead training and advocacy efforts which will eventually cover the expanse of the BARMM in due time and constitute one of the effective vanguards of digital transformation in the region.

It will continue with sustainability measures through the development of a five-year Digital Transformation Road Map in the BARMM (from 2024 to 2028 and the involvement of an ever-widening coalition of stakeholders from within the BARMM, the national government, and the international community.

Output 4: Program managed efficiently

This output and corresponding strategy focuses on program navigation and implementation by counterpart teams from UNDP and the MILG to achieve the intended outcome. In the process, it will provide mechanisms to ensure long term sustainability towards full digital transformation in the BARMM led by the MILG.

Working in close partnership with MILG, the UNDP LeAPS PMO which was created to implement day-to-day activities of the initiation Phase of the Program will continue the implementation of the LeAPS Program. It will assist MILG and key stakeholders for the possibility of sustained implementation *(please see detailed discussions in Section VIII. Governance and Management Arrangements)*.

All stakeholders will be provided with information updates, in accordance with a communication strategy, on the development and achievements in the pilot and expansion areas and the continuing development of the MILG data center. Before the program implementation ends, a conference on the LeAPS Program achievement as a proof of concept on the e-services and data management approach to Digital Transformation will be held to present emerging possibilities in the BARMM.

13 The Bangsamoro Youth Commission will be tapped by the program to develop links with the Kabataang barangay towards the establishment of the Bangsamoro LeAPS Volunteer Corps (LVC)

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Social Innovation, Data Analytics, and Experimentation

Innovation is already at the heart of the LeAPS program design, first and foremost, through the introduction of digital technologies to enhance service delivery, citizens' voice, and government effectiveness. Moreover, social innovation approaches are embedded in the project's components, including (i) empathy as a key governance process (such as through the Digital Service Design Lab); (ii) participatory platforms to maximize citizens' engagement (such as through DevLive and Interactive Call Center); and (iii) (i) data-driven governance and decision-making (such as through DevLive+). Furthermore, UNDP Philippines will mobilize its Accelerator Lab[14] (or ALab PH; social innovation unit) and Pintig Lab (advanced data analytics unit)[15] to support LeAPS by exploring, testing, and integrating novel solutions to help enhance the project's outputs.

In collaboration with the LeAPS PMO and MILG, **ALab PH** will co-design and co-implement potential solutions and experiments that are aimed at addressing the following key challenges:

1. *How might we ensure that **frontline and basic services** offered by BARMM LGUs are designed and refined based on the varied and changing needs of citizens*?

   Potential experiments include:
   a. Prototyping and parallel testing of variation in the design and features of Digital Centers and Call Centers to suit these services to the peculiar needs of localities and communities.
   b. Enhancing the Digital Service Design Lab (DSDL) process from empathy-based development of LGU services to agile and iterative development (to supplement Digital Centers)
   c. Prototyping of the use of digital financial services for the payment of LGU frontline services e.g., real estate taxes, business fees, dues and penalties, etc.

2. *How might we support the **participation and contribution of citizens** in improving LGU services*?

   Potential experiments include:
   a. Exploration and testing of different modalities or feature of Interactive Call Centers, e.g., use of social messenger chatbots to provide citizens with a safe space for accessing LGU services, providing feedback, reporting grievances.
   b. Prototyping digital platforms for multi-stakeholder engagement (civil society organizations, private sector, academe) in LGU planning and monitoring (supplementing DevLive).
   c. Facilitating collective action among non-government stakeholders in support of building a movement for the sustainability of governance reform in BARMM beyond 2022.
   d. Mapping community groups that can be empowered to complement digital efforts by providing local touchpoints for technical support, capacity building for participatory SDG targeting and monitoring.

3. *How might we **maximize the use of data** for decision-making and SDG attainment*?

   In tandem with **Pintig Lab**, this entails frequent analysis of data generated from the digital

14 The Accelerator Lab (ALab) supports UNDP Philippines through application of the Lab functions on the frontier challenges of circular economy, cities, and local convergences for poverty reduction. ALab applies systems thinking, collective intelligence, behavioral insights, foresight and prototyping in its work as well as capacity building with its partners.

15 Envisaged as a multi-disciplinary network whose purpose is to explore the use of non-traditional data sources and methodologies, Pintig Lab was launched in a bid to help inform the government's response and recovery strategy against COVID-19.

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centers, interactive call centers, DevLive+, DevLive, and other platforms to generate insight that will be useful to local chief executives and MILG officials. *Other potential experiments include:*

a. Data dashboard SDG attainment in BARMM using data generated from DevLive+ and others, and participatory SDG planning and targeting with citizens and civic organizations.
b. Use of social media chatbots and other tools for data collection; and data analytics and machine learning to improve the timeliness and granularity of surveillance on SDG.
c. Strengthening mechanisms to protect data privacy and uphold data rights.

These challenge areas, and potential experiments, will be finalized and prioritized with MILG and their implementation subject to available funding within the LeAPS project, ALab, and others mobilized by UNDP.

Resources Required to Achieve the Expected Results

- **Sufficient budgetary allocation** – The provision of e-services is a fund intensive endeavour, necessitating funding for ICT and data infrastructure, internet connectivity, e-Services applications, training, social marketing, and intensive social mobilisation. It is paramount that funding for these program components be available alongside program implementation.

- **Technical human resources** – The availability of ICT specific technical human resources is crucial for program implementation, considering the nature of the program. In this regard, resources may be recruited as technical consultants. It is ideal to develop locally sourced human resources from the Bangsamoro ranks through organic recruitment or capacity development interventions.

- **An integrated coalition of force multipliers from the Academe, Civil Society and Volunteer groups** – Ownership of the program by the BARMM citizenry is crucial to program success. To achieve this, interventions to develop constituent ICT capacity and social marketing skills must be implemented. Considering the length and breadth of the program reach envisioned, a coalition of skilled trainers and other operatives need to be organized. In the program design, this is to come from the ranks of the academe, civil society partners and an organized youth volunteer group.

- **An efficient and effective Program Management Team** - The program management will be in coordination with other defined UNDP unit contributors, with oversight from the UNDP PH Country Office. For this purpose, UNDP program management team will continue to tandem and coordinate with the MILG-BARMM LeAPS Technical Working Group (TWG) for the joint project implementation and sustainability.

- **Third-Party Technical Experts** – Procured and deployed as needed will be Subject Matter Experts both in technical and soft fields (ICT, Training Design, Change Management Experts, Gender, Expert, Knowledge Management Experts, Political Liaison experts).

Partnerships

- Partnership with concerned LGUs, BARMM ministries and other institutions, through relevant modalities such as Memorandum of Understanding, Statement of Intent, Letter of Agreement, Exchange of Letters, Responsible Party Agreement, and/or contracts, will be developed, nurtured, and sustained to effectively implement the program in the BARMM. This will be affected through co-working activities with them within LeAPS' program implementation, particularly on ICT training, DSDL interventions, DevLIVE + data utilization, DevLIVE implementation and corresponding change management activities. BARMM ministries and other Institutions will figure prominently in the crafting and formulation of the Digital Transformation Roadmap.

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- Tapping the local expertise, the LeAPS Program may partner with Mindanao State University (MSU) and other Higher Education Institutions in BARMM, Development Academy of the Bangsamoro (DAB), Governance HUBS, CSOs such as The Moropreneur to provide additional support in line with the roll-out of capacity-building interventions such as on ICT, DSDL, DevLIVE+, DevLIVE and other related activities. Partnerships will be forged through appropriate instruments like a Memorandum of Understanding, Statement of Intent, Letter of Agreement, Exchange of Letters, Responsible Party Agreement, and/or contracts, in accordance with UNDP operations policies and procedures.

- Technical support from the a2i and South-South Cooperation teams will provide the MILG-BARMM with the technical guidance in leading the local e-governance and innovations that can potentially ease and improve the lives of the BARMM citizens through the deployment of physical digital centers with the #DigitalBangsamoro portal following its a2i methodology and framework. With a2i as the flagship programme of the Digital Bangladesh agenda, a2i hopes to inspire developing and developed nations on public service innovation and transformation by sharing our ground-breaking insights supported by examples, lessons, and knowledge. a2i catalyzes citizen-centered transformation of digital public services that has saved Bangladeshi citizens nearly 2 billion days, over $8 billion and 1 billion visits, to date[16].

- As the programme develops, relevant BARMM ministries and agencies will be encouraged to participate in the formulation of the digital centres and transition to e-services. LGUs and citizens will also be involved to the program implementation and information dissemination. The detailed roles and responsibilities of program partners will be determined based on the appropriate partnership instruments and in accordance with UNDP operations policies and procedures.

- A unique partnership with the Sangguniang Kabataan and through a Memorandum of Understanding, Statement of Intent, Letter of Agreement, Exchange of Letters, Responsible Party Agreement, and/or contracts will be forged to be utilized in Capacity Development Tasks towards building ICT and data management skills in government staff and the citizenry.

- Technical partnerships through relevant modalities such as Memorandum of Understanding, Statement of Intent, Letter of Agreement, Exchange of Letters with key National Government agencies (e.g., DICT, DILG) will be explored to tap national resources in the digital transformation effort.

- Towards sustainability, partnerships with International Donors and Non-Governmental Organizations in the long run through digitalization, social development, disaster and crisis management, and peace building.

- Complementation with ongoing or planned programs and projects of MILG, UNDP and project partners such as the Youth Co:Lab, the Peace team, Accelerator Lab, Pintig Lab, Bangsamoro Youth Commission (BYC), Bangsamoro Women Commission (BWC), among others.

Risks and Assumptions

On the larger picture, the relative age of the BARMM government carries with it the implementation risks for the LeAPS Program. During the TOC formulation workshop, identification of risks, assumptions and mitigation measures was undertaken, participated by various stakeholders – representatives from the MILG, pilot LGUs and CSOs. These are the following:

- In 2022, unless the term of the BTA is extended, parliamentary elections will proceed in the BARMM. A lack of strong foundations of parliamentary governance may lead to inconsistency in governance, especially if traditional patronage politics return. This may lead to disintegrated ICT directions dictated by political differences, especially if those who will be in power pursues different ICT and/or governance directions from the current government. Political stability and continuity are not guaranteed after the first BARMM-wide elections. This

[16] a2i Innovate for all, a2i, August 30, 2021, https://a2i.gov.bd/.

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may affect program fund allocation and release considering funding comes from the parliamentary BARMM government.

- On the technical side, power and connectivity concerns are present even as the program is currently being implemented and will continue to overshadow implementation efforts as it is expanded to cover more LGUs and Ministries. Continuity of the supply chain to feed program activities and interventions will be crucial. These will be more evident as the program gathers speed and momentum to cover the last implementation mile.

- Security will be a significant risk as the presence of non-like-minded groups continue to challenge BARMM governance in the area. Threats are continually being experienced resulting in the loss of life, property, and livelihood opportunity. These may well adversely affect technical set-up, capacity development and program sustainability.

- Any wavering of the supporting coalition internal and external to the program and to the BARMM may cause any of the risks contemplated above to happen. An inclusive coalition of program supporters internal and external to the LeAPS program and the BARMM will have to be built. Program management will need to be adaptive and fluid to ride the waves of change that will accompany program implementation. There is a possibility of the citizenry being left out in the governance equation. This will affect program goals, especially in the attainment of e-Democracy.

Regular reviews of identified risks during project implementation by the LeAPS Core Team (UNDP PMO and MILG TWG) and oversight by the LeAPS Project Board, as well as regular review of project to identify new risks, and feedback from stakeholders must be undertaken. The identified risks and treatment measures are recorded in the Risk Registry as Annex to this document.

Stakeholder Engagement

The LeAPS Program will engage the following stakeholders which are also the targeted beneficiaries of the program:

- **Local governments and BARMM Ministries** will be directly engaged and benefit from the LeAPS program. Select services of LGUs will be streamlined and converted to e-services through the web portal development. Also, LGUs will be capacitated on the use of digital solutions such as the DevLIVE+ and DevLIVE to improve local governance. At the start of the engagement, roles and responsibilities of parties should be set and agreed to manage expectations.

  Because LGUs and BARMM Ministries will be directly involved in the implementation of some components of the LeAPS program, their sustained engagement throughout the program life cycle is required. Regular feedbacking exercises, knowledge sharing, and documenting best practices and lessons learned will be undertaken with LGUs and BARMM ministries. These aim to improve program design and capture insights of the stakeholders. It is also important to emphasize roles of LGUs and BARMM Ministries on sustaining the LeAPS program.

- **Citizens, particularly the marginalized (e.g women, elderly).** Citizens in BARMM will primarily benefit on the availability of e-services through the BARMM web portal, making it more convenient to avail government services. Advocacy strategies will be ramped up at the onset of program implementation to ensure that citizens are made aware of the benefits that LeAPS may bring. In addition, advocacy campaigns encouraging BARMM citizens to avail e-services will also be considered once the BARMM web portal and Digital Centers are up and running. Technical difficulties may be encountered when citizens are availing the e-services, hence, provision of technical support is a component of the LeAPS program.

- **CSOs, Academe, Private sector.** Partnerships aimed at the utilization and co-participation of CSOs, academic organizations and private sector will be developed to obtain assistance in the ask of ICT and evidenced-based capacity development in 118 LGUs and other BARMM Ministries. They are envisioned as the LeAPS Program force multipliers.

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South-South and Triangular Cooperation (SSC/TrC)

The LeAPS program will continue to build on the experience and apply where possible, the strategic framework and principles of the UNDP-supported Access to Information (a2i) program to the specific social, cultural, and economic contexts of BARMM.

Knowledge

The program will produce e-services designs and applications with corresponding manuals and governance documents which will be lodged in the BARMM portal under MILG. A documentation of learnings, benchmarked practices, and issue resolution mechanisms will be produced to guide future implementors. A comprehensive five (5) year Digital Transformation roadmap will be developed and documented to guide sustainability efforts through time.

Sustainability and Scaling-Up

Digital transformation is a long-drawn process that takes place over a period. It requires substantial behavioral change in the mindset of the citizenry towards acceptance and adaptation to a "new normal" with ICT becoming a ubiquitous part of people's lives. The LeAPs program is currently two-part action plan, the first being the laying down of strong foundations for a "proof of concept viability" from the LeAPS initiation phase idea towards the #DigitalBangsamoro transformation and second, the scaling up of program implementation to all the 116 LGUs and two cities of the Bangsamoro Region (including the 63 affiliated Barangays) and the institutionalization of #DigitalBangsamoro transformation in the BARMM with MILG as lead.

- **Laying down the foundation of program sustainability are embedded in the components of the LeAPS program in the form of interventions** to institutionalize e-services within LGUs and ministries, training of LGU, MILG and Ministry staff in DSDL, DevLIVE, and DevLIVE+, organization of a consolidated training pool and tapping CSOs, the academe and the private sector to participate in Digital Transformation with the a2i program as benchmark.

- **Technical maintenance and upkeep of the ICT equipment in the data centers** will be covered by the warranty (1 year) from suppliers and manufacturers upon delivery and installation. Unauthorized repairs to equipment could void the warranty and impact the equipment's integrity. Thus, annual warranty agreements will be in place after the initial warranty service agreement expires. The LeAPS Core Team will ensure that technical checks (every 3 months) will be conducted onsite. The cost associated with the warranty agreement[17] is expected to be shouldered by the respective LGU and ministry owners.

- **Development of BARMM's Digital Transformation Roadmap would be the primary enabler of institutionalizing the gains of the LeAPS Program.** Led by the MILG, round table discussions with different stakeholders extending from BARMM to national government agencies, CSOs and other significant stakeholders will lead to the development and eventual approval of the digital transformation roadmap

- **Policy issuances, legislation, and partnership agreements across all levels are also important to ensure sustainability of the LeAPS Program.** At the MILG level, through policy issuances and ministry directives, at the LGU level, through ordinances and Local Chief Executive orders, and at the BTA Level, through resolutions and enabling legislation. Partnerships with CSOs, academic institutions, government and non-government and donor organizations will be cemented by signed appropriate partnership modalities.

- **Localizing the capacity and transfer of knowledge from the UNDP LeAPS PMO to the MILG TWG**. Technical, complex, and competence-based capacity development programs on digital transformation and e-governance will be designed in addressing the TWG's needs to develop the right combination of skills, knowledge, and attitude. Prior to designing the right CapDev programs for the MILG TWG, technical and training needs assessments in surfacing key

[17] A warranty agreement is a legal agreement provided by a manufacturer to a buyer accepting to repair or replace, free of charge, any part proving defective in material or workmanship.

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findings and recommendations will be conducted through a series of workshops and team-building exercises. The impact of the target program designs is expected to substantially provide long-term capacity in successfully sustaining the LeAPS Program beyond the Five-Year Digital Transformation Roadmap.

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IV. PROGRAM MANAGEMENT

Cost Efficiency and Effectiveness

A huge portion of the LeAPS program involves the procurement of ICT equipment in line with securing internet connectivity and setting-up of Digital Centers and web portals in BARMM. Hiring of highly technical consultants is also crucial to ensure that quality outputs will be produced. The LeAPS program will adopt the UNDP Procurement system during implementation.

- Deeper engagement of development work and understanding of contextual landscape in the Philippines, offering local insights with global perspectives.
- Solid track record and expertise in development issues; effective quality assurance and monitoring standards for projects; and globally recognized transparency and accountability mechanisms in project management.
- Cost efficiency and timely delivery of project outputs through more flexible procurement procedures, access to global network of service providers and experts, availability of corporate and regional long-term framework agreements with vendors and service providers.
- UNDP helps build government capacity so that the agency sustains the program efforts independent of external support at the end of the project.

Clear and full legality of UNDP-Government co-financing

- UNDP Standard Basic Assistance Agreement (SBAA): UNDP's presence in the Philippines is governed by the Standard Basic Assistance Agreement, which was duly ratified in 12 December 1977 as an international treaty recognized as having been incorporated as national legislation by the virtue of Section II and Article 2 of the Philippine Constitution. Under Cf. Clause 1, Article II of the Agreement, assistance "may be made available by the UNDP to the Government" upon request consisting, among others, of "services of advisory experts and consultants", "equipment and supplies" and "any other form of assistance or form of execution, which may be agreed upon by the Government and UNDP."

- Opinion of the Government Procurement Policy Board: released in 2015, The GPPB recognized the provisions of the 1977 SBAA as in faithful observance of the country's treaty and international obligations - pacta sunt servanda, such that procurement by UNDP utilizing contributions or funds received from the GOP, pursuant to the 1977 SBAA is governed by the UNDP Financial Rules and Regulations, which embodies the processes, procedures, rules and regulations that the UNDP may adopt in the conduct of its procurement activities to implement identified UNDP development support services.

- Commission on Audit Internal Memorandum released in 2015 confirmed exemption of UNDP Support Services from COA's scope. Revised Implementing Rules and Regulations for Republic Act 9184: released in 2016, Sec. 4.2, "Any Treaty or International or Executive Agreement to which the GOP is a signatory affecting the subject matter of the Act and this IRR shall be observed. In case of conflict between the terms of the Treaty or International or Executive Agreement and this IRR, the former shall prevail."

Other Considérations

- The LeAPS PMO will hold office at the UNDP Cotabato Field Office. The PMO will work on the necessary clearance should MILG request for the team to eventually hold office within the premises of MILG.
- Implementation of LeAPS Program components would entail field works in various areas in BARMM and Mindanao (e.g., conduct of workshops, trainings, site inspections). All travels of LeAPS PMO, other UNDP personnel, and Technical Consultants will be coordinated with and cleared by the UNDSS Team.
- The logistics of implementing and overseeing the LeAPS program will be made more challenging by the limitations on movement of people under COVID-19. Whenever possible, UNDP and partner's implementing staff will communicate via internet or telephone, to minimize unnecessary physical contact. During COVID-19 pandemic and when necessary,

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trainings/seminars/workshops will take place following on the local health and safety protocols. Further, trainings/seminars/workshops' size should be compliant with the Inter-Agency Task Force (IATF) for COVID-19 and local guidelines where these activities will take place.

- Fund request or transfer shall be made only when the LeAPS' burn rate is at least ninety percent (90%) of the previous request.
- Transfer of Assets will be undertaken through an official handover from UNDP to MILG, and MILG to respective local government units or ministries in the BARMM. Assets will include, but not limited to laptops, computers, tablets, printers, pocket wi-fi dongles, VSAT, generator sets and others. These ICT equipment are expected to aid MILG's adaptation to a digital work environment such as undertaking blended training, virtual meetings, and utilization of a digital database. Procurement of these ICT equipment will follow UNDP procurement policies and procedures, while installation and deployment will be coordinated through MILG.

DocuSign Envelope ID: 704289F1-DC70-4424-A200-9981CEAA9E6A

V. RESULTS FRAMEWORK[18]

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:
1: The most marginalized, vulnerable, and at-risk people and groups benefit from inclusive and quality services and live in a supportive environment wherein their nutrition, food security, and health are ensured/protected.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:
1.2.1 Number of UNDP-assisted NGAs and LGUs implementinbg reforms and innovations for delivery and monitoring of services, public finance management, or public procurement.

Baseline		End of Project Target			
Year	**Quantity/ Points /Rating**	**Y1**	**Y2**	**Cumulative**	**Actual**
2020	0	10	19	39	

1.2.2 Number of NGAs and LGUs using the UNDP-assisted electronic-governance system [IRRF 2.2.1.1]

Baseline		End of Project Target			
Year	**Quantity/ Points /Rating**	**Y1**	**Y2**	**Cumulative**	**Actual**
2020	0	10	19	39	

[18] UNDP publishes its program 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 program.

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Applicable Output(s) from the 2022 – 2025 UNDP Strategic Plan IRRF Output Indicator Alignment:

1.1.1 Programme Quality Index *(any of the following)*

- Lessons learned from evidence
- Results and resources framework
- Fully costed evaluation plan

Indicate any other applicable 2022-2025 SP output indicators outside the CPD. See [link] for full list of indicators.

Baseline		Targets / Cumulative Results			End of Project Target	
Year	**Quantity/ Points /Rating**	**Y1**	**Y2**	**Y3**	**Target**	**Actual**
2021		4	4		8	

1.3.5 Number of personnel[19] trained in any of the ff:

- Digital competencies
- Data literacy
- Complexity, system transformation and portfolio capabilities

Baseline		Targets / Cumulative Results			End of Project Target	
Year	**Quantity/ Points /Rating**	**Y1**	**Y2**	**Y3**	**Target**	**Actual**
2021		100	100		200	

1.5.1 Percentage of project outputs that apply:

- Digital solutions
- Innovative solutions
- South-South and triangular cooperation
- Joint programmes / activities

Baseline		Targets / Cumulative Results			End of Project Target	
Year	**Quantity/ Points /Rating**	**Y1**	**Y2**	**Y3**	**Target**	**Actual**
2021		25%	50%		75%	

2.3.2 Number of new measures that improved agility and responsiveness of local governance institutions for:

- Basic service delivery
- Prevention

Baseline		Targets / Cumulative Results			End of Project Target	
Year	**Quantity/ Points /Rating**	**Y1**	**Y2**	**Y3**	**Target**	**Actual**
2021	14	10	19		39	

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Expected Outputs	Output Indicators	Data Source	Baseline		Target		Data Collection Methods and risks
			Value	Year	2022	2023	
OUTPUT 1: E-services and Digital Centres established in pilot BARMM LGUs and Ministries and made accessible to women, senior citizens and PWDs	1.1 Number of core ICT infrastructure (servers and data with software systems) for e-Governance established	Periodic monitoring reports	0	2020	1 Data Centre in MILG established	1 Fully functional and well-maintained Data Centre in MILG	Document Review Functionality check
			0	2020	1 #DigitalBangsamoro portal w/ e-services set-up	1 #DigitalBangsamoro portal w/ e-services fully functional and well-maintained	Document Review Functionality check
		Dashboard for Digital Centers Periodic monitoring report	0	2020	Digital Centers: 2 in LGUs (set-up) 1 in ministry (set-up)	Digital Centers: 2 in LGUs (fully-functional) 1 in ministry (fully-functional) 12 in LGUs[20] (set-up) 14 in ministries (set-up)	Document Review Functionality check Fieldwork
		Dashboard for Interactive Call Centers Periodic monitoring report	0	2020	Interactive Call Centers: 2 in LGUs (set-up) 1 in ministries (set-up)	Interactive Call Centers: 2 in LGUs (fully-functional) 1 in ministries (fully-functional) 12 in LGUs[21] (set-up)	Document Review Functionality check Fieldwork

[19] Refers to staff of LGUs and Ministries in BARMM.

[20] The target for 2022 is to complete all 14 LGUs in BARMM.

[21] The target for 2022 is to complete all 14 LGUs in BARMM.

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Expected Outputs	Output Indicators	Data Source	Baseline		Target		Data Collection Methods and risks
			Value	Year	2022	2023	
						14 in ministries (set-up)	
	1.2 Number of project trained women with increased ICT capacities focused on management of Digital Centres and Interactive Call Centres	Attendance sheet Pre-and-post training assessment results	0	2020	50 from LGUs 50 from ministries 10 from CSOs	50 from LGUs 25 from ministries 10 from CSOs	Document Review On women representation in the management of Digital Centres and ICC
	1.3 Pool of trainers from LGUs, Ministries, CSOs for Empathy Training and Digital Service Design Lab established with at least 50 percent women trainers	Attendance sheet performance evaluation report	0	2020	Pool of trainers should have at least 2 representation each from from the following: LGU, Ministries, CSOs	Pool of trainers should have at least representation from from the following: LGU, Ministries, CSOs	Document review Observation during conduct of roll out
	1.4 Number of individuals using Digital Centres and #DigitalBangsamoro portal (disaggregated by gender and marginalized groups - PWD, SCs)	Feedback from Digital Centers and #Digital Bangsamoro portal	0	2020	TBD	TBD	Document review Key informant interview Review of #DigitalBangsamoro dashboard
	1.5 Number of LGUs and BARMM ministry with updated Citizen's Charter (e-services integrated)	Citizen's Charter	0	2020	0	At least 3 (2 LGUs and 1 BARMM ministry)	Document Review
OUTPUT 2: BARMM local government units are able to collect gender-disaggregated household and sectoral data for use in local development	2. 1 Number of LGUs with increased capacities on DevLIVE+ data collection, management, and analysis, including gender-sensitive data collection and analysis	Program Accomplishment and Performance evaluation report	8	2019	14	0	Document review and capacity assessment
	2.2 Percentage of population of targeted barangays in BARMM are recorded in the DevLIVE+ platform disaggregated by sex	DevLIVE+ data dashboard	3%	2019	10%	50%	Review of DevLIVE+ dashboard

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Expected Outputs	Output Indicators	Data Source	Baseline		Target		Data Collection Methods and risks
			Value	Year	2022	2023	
and resilience planning.	2.3 Number of government officials with increased understanding on evidence-based planning	DevLIVE+ data dashboard Program Accomplishment report	0	2020	28	50	Document review and DevLIVE+ dashboard
OUTPUT 3: The 5-year Digital Transformation Roadmap for Bangsamoro is established with sustainability measures	3.1 Digital Transformation Roadmap published and endorsed by the MILG	Digital Transformation Roadmap	0	2020	0	1 Digital Transformation Roadmap	Document Review
	3.2 Number of discussion papers on Digital Transformation taken up by the BARMM government	Policy Discussion Papers	0	2020	At least 1 Discussion Paper focused on women and marginalized group	At least 1 Discussion Paper on the impact of the digital transformation and delivery of basic services in BARMM	Document Review
	3.3 Number of institutions, local and international, private, and public sectors included in a formal coalition to establish Digital Bangsamoro	Program Accomplishment report, MOUs, MOAs	0	2020	TBD	TBD	Document Review
	3.4 Number of developed operational modules and manuals	Modules and manuals	0	2020	1 Localized DSDL manual 1 Localized DevLIVE+ manual At least 4 e-services with manuals	1 Localized DevLIVE manual At least 30 e-services with manuals 1 Data Center manual	Document review
OUTPUT 4: Program managed efficiently	4.1 Regular meetings of Project Board convened with agreements acted in a timely manner	Attendance Sheet Minutes of the Meeting	0	2020	At least 1 per semester	At least 1 per semester	Document review
	4.2 Percentage of quarterly targets achieved according to the approved communications plan	Communications Plan	0	2020	100%	100%	Document review

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Expected Outputs	Output Indicators	Data Source	Baseline		Target		Data Collection Methods and risks
			Value	Year	2022	2023	
	4.3 Regular and timely corporate and partner reporting, including updating of risk log	Reports Risk Log	0	2020	3 QPR 1 APR Project Progress Report for partners [with gender disaggregation]	3 QPR 1 APR Project Progress Report for partners [with gender disaggregation]	Document review

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VI. MONITORING AND EVALUATION

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

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 program in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by program management.		USD 50,000
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 program management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		USD 120,000
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other programs and partners and integrated back into the program.	Annually	Relevant lessons are captured by the program team and used to inform management decisions.		USD 40,000
Program Quality Assurance	The quality of the program will be assessed against UNDP's quality standards to identify program strengths and weaknesses and to inform management decision making to improve the program.	Biannually during Implementation Stage	Areas of strength and weakness will be reviewed by program management and used to inform decisions to improve program performance.		
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 program board and used to make course corrections.		
Project Report	A progress report will be presented to the LeAPS Program Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual program quality rating summary, an updated risk long with mitigation measures,	Annually, and at the end of the project (final report)	Updates and progress on the delivery, schedule, cost, and other program factors will be presented to the Program Board to ensure alignment and direction against scope and objectives.		USD 30,000

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	and any evaluation or review reports prepared over the period.				
Program Review (Project Board)	The project's governance mechanism (i.e., LeAPS Program board) will hold regular program reviews to assess the performance of the program and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the program. In the program's final year, the Program Board shall hold an end-of program review to capture lessons learned and discuss opportunities for scaling up and to socialize program results and lessons learned with relevant audiences.	Biannually	Any quality concerns or slower than expected progress should be discussed by the program board and management actions agreed to address the issues identified.		USD 30,000
Bi-weekly Meetings (LeAPS Core Team)	Bi-weekly discussions of the LeAPS Core Team (MILG TWG and UNDP PMO) are being conducted to ensure that project activities and deliverables are monitored and executed according to the project work plan (including scope, timeline, and cost).	Bi-weekly	Any scope creep, unexpected delays, or any foreseen risks must be discussed and addressed, where possible.		USD 20,000

Evaluation Plan[22]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	MILG and UNDP	**B.3 SP Output Alignment** 2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions Number of countries using frameworks that leverage digital	**B.1 CPD Outcome Alignment** 1: The most marginalized, vulnerable and at-risk people and group benefits from inclusive and quality services and live in a supportive environment wherein their nutrition, food, security, and health are ensured/ protected	December 2022	LGUs, Ministries, select users of the e-services	Cost: USD 30,000 Source: Project Funds
Terminal Evaluation	MILG and UNDP			October 2023	LGUs, Ministries and select users	Cost: USD 42,000 Source: Project Funds

22 Optional, if needed

DocuSign Envelope ID: 704289F1-DC70-4424-A200-9981CEAA9E6A

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
		technologies and big data for: a. Delivery and monitoring of Services b. Public engagement c. Access and protection of information d. Legal identity and civil registration e. Urban Development using Smart Technologies Other critical public services (e.g. public procurement)	**B.2 CPD Output Indicator Alignment** 1.1.2 Number of UNDP assisted Municipalities with GAD communities having innovative monitoring platforms providing disaggregated data. [IRRF 1.1.1.3] 1.2.1 Number of UNDP assisted NGAs and LGUs implementing reforms and innovations for delivery and monitoring of services, public finance management, or public procurement 1.2.2 Number of NGAs and LGUs using the UNDP assisted electronic governance system. [IRRF 2.2.1.1]			

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VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED SCHEDULE								RESPONSIBLE PARTY	FUNDING SOURCE	ESTIMATED ANNUALIZED BUDGET [P51.19=USD1 per UNORE Feb 2022]					
		2022				2023						ACCOUNT CODE	DESCRIPTION	2022		2023	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					PHP	USD	PHP	USD
OUTPUT 1: Efficient e-services in all LGUS and ministries of BARMM managed and optimized	1.1 Technical Assessment for the Deployment of Digital Centers w/ interactive Call Centers - 5 LGUs + 5 ministries in 2022; 9 LGUs + 10 ministries in 2023									UNDP	MILG	71600	Travel	₱767,485	$14,993	₱767,485	$14,993
	1.2 Conduct of DSDL Workshops (Planning, Teambuilding, TOT, Assessment) - 5 LGUs + 5 ministries in 2022; 9 LGUs + 10 ministries in 2023									UNDP	MILG	71300	Local Consultant	₱4,500,000	$87,908	₱9,000,000	$175,816
										UNDP	MILG	75700	Training / Workshop	₱6,500,000	$126,978	₱13,000,000	$253,956
										UNDP	MILG	71600	Travel	₱2,268,200	$44,309	₱4,536,400	$88,619
	1.3 Development of the #DigitalBangsamoro portal incl. administration and maintenance of e-services (Phases 1 and 2)									UNDP	MILG	72100	Contractual Services-Companies	₱18,857,779	$368,388	₱29,864,000	$583,395
	1.4 Procurement and set-up of ICT Equipment for Data Center for MILG									UNDP	MILG	72100	Contractual Services-Companies	₱27,000,000	$527,447	₱15,000,000	$293,026
	1.5 Formal training on data center management for MILG ICT team									UNDP	MILG	75700	Training / Workshop	₱6,250,000	$122,094	₱12,840,000	$250,830
										UNDP	MILG	71600	Travel	₱1,820,000	$35,554	₱2,180,000	$42,586

DocuSign Envelope ID: 704289F1-DC70-4424-A200-9981CEAA9E6A

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED SCHEDULE								RESPONSIBLE PARTY	FUNDING SOURCE	ESTIMATED ANNUALIZED BUDGET [P51.19=USD1 per UNORE Feb 2022]					
		2022				2023						ACCOUNT CODE	DESCRIPTION	2022		2023	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					PHP	USD	PHP	USD
	1.6 Procurement and set-up of ICT Equipment for Digital Center, Interactive Call Center - 5 LGUs + 5 ministries in 2022; 9 LGUs + 10 ministries in 2023									UNDP	MILG	72100	Contractual Services-Companies	₱23,500,000	$459,074	₱47,000,000	$918,148
										UNDP	MILG	71600	Travel	₱1,319,962	$25,786	₱2,639,924	$51,571
	1.7 Installation, Internet subscription (1 year each LGU/ministry) and technical support - 5 LGUs + 5 ministries in 2022; 9 LGUs + 10 ministries in 2023									UNDP	MILG	72100	Contractual Services-Companies	₱4,360,000	$85,173	₱8,720,000	$170,346
										UNDP	MILG	71600	Travel	₱767,485	$14,993	₱1,534,970	$29,986
	1.8 Technical oversight to the deployment of digital centers including the actual launch									UNDP	MILG	71600	Travel	₱3,837,425	$74,964	₱7,674,850	$149,929
	1.9 Streamlining the Human-Centered Digital Center/Space experience for citizens									UNDP	MILG	71300	Local Consultant	₱2,500,000	$48,838	₱2,500,000	$48,838
										UNDP	MILG	72100	Contractual Services-Companies	₱4,750,000	$92,792	₱4,750,000	$92,792
										UNDP	MILG	71600	Travel	₱2,222,000	$43,407	₱2,222,000	$43,407
	1.10 Initial development of DevLive mobile application and TOT to users									UNDP	MILG	72100	Contractual Services-Companies	₱2,500,000	$48,838	₱5,500,000	$107,443
										UNDP	MILG	75700	Training / Workshop	₱3,000,000	$58,605	₱4,600,000	$89,861
										UNDP	MILG	71600	Travel	₱850,000	$16,605	₱1,250,000	$24,419
	1.11 Knowledge exchange and Information dissemination									UNDP	MILG	71300	Local Consultant	₱2,500,000	$48,838	₱2,500,000	$48,838
										UNDP	MILG	75700	Training / Workshop	₱3,750,000	$73,256	₱7,500,000	$146,513

DocuSign Envelope ID: 704289F1-DC70-4424-A200-9981CEAA9E6A

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED SCHEDULE								RESPONSIBLE PARTY	FUNDING SOURCE	ESTIMATED ANNUALIZED BUDGET [P51.19=USD1 per UNORE Feb 2022]				
		2022				2023						ACCOUNT CODE	DESCRIPTION	2022		2023	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					PHP	USD	PHP	USD
	workshops for additional LGUs + ministries									UNDP	MILG	71600	Travel	₱850,000	$16,605	₱850,000	$16,605
	1.12 Bangladesh Study Tour of the LeAPS Core Team and select LGUs/ministries									UNDP	MILG	75700	Training / Workshop	₱2,028,000	$39,617	₱4,056,000	$79,234
										UNDP	MILG	71600	Travel	₱3,200,000	$62,512	₱6,400,000	$125,024
SUB-TOTAL (Output 1) w/o GMS														**₱129,898,336**	**$2,537,572**	**₱196,885,629**	**$3,846,174**
OUTPUT 2: LGUs effectively and efficiently use disaggregated data for development and resilience planning, programming, budgeting and governance using DevLIVE+	2.1 Learning Exchange in the City of Vigan (Province of Ilocus Sur) and City of San Fernando (Province of La Union) in 2021; and other LGUs in 2022 on their DevLIVE+ implementation									UNDP	MILG	71600	Travel	₱2,000,000	$39,070	₱2,000,000	$39,070
	2.2 Procurement of Equipment (handheld GPS, tablets, desktops) for 14 LGUs									UNDP	MILG	72800	Information Technology Equipment	₱16,390,388	$320,187	₱0	$0
	2.3 Hiring of Firm for the TOT of CSOs and Ministries									UNDP	MILG	72100	Contractual Services-Companies	₱9,000,000	$175,816	₱13,462,680	$262,994
	2.4 Hiring of Firm/CSOs for the Training of 14 LGUs									UNDP	MILG	72100	Contractual Services-Companies	₱19,350,213	$378,008	₱12,504,360	$244,273
	2.5 DevLIVE+ TOT for 14 LGUs on data collection, management and validation									UNDP	MILG	72100	Contractual Services-Companies	₱16,749,000	$327,193	₱10,949,400	$213,897

DocuSign Envelope ID: 704289F1-DC70-4424-A200-9981CEAA9E6A

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED SCHEDULE								RESPONSIBLE PARTY	FUNDING SOURCE	ESTIMATED ANNUALIZED BUDGET [P51.19=USD1 per UNORE Feb 2022]				
		2022				2023						ACCOUNT CODE	DESCRIPTION	2022		2023	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					PHP	USD	PHP	USD
	2.6 Coaching and mentoring of 14 LGUs on data collection and processing									UNDP	MILG	71400	Service Contracts	₱6,336,000	$123,774	₱3,801,600	$74,265
	2.7 Coaching and mentoring of 14 LGUs on community validation and drafting of the barangay socio-economic profile									UNDP	MILG	71600	Travel	₱5,940,000	$116,038	₱3,564,000	$69,623
	2.8 High-level presentation to local chief executives (LCEs)									UNDP	MILG	75700	Training / Workshop	₱10,433,577	$203,821	₱7,933,577	$154,983
SUB-TOTAL (Output 2) w/o GMS														**₱86,199,177**	**$1,683,907**	**₱54,215,617**	**$1,059,106**
OUTPUT 3: The 5-year Digital Transformation Roadmap for Bangsamoro is established with sustainability measures	3.1 Workshop with BARMM VMs on Local Legislation in support of LeAPS Program									UNDP	MILG	75700	Training / Workshop	₱2,000,000	$39,070	₱1,500,000	$29,303
										UNDP	MILG	71600	Travel	₱450,000	$8,791	₱350,000	$6,837
	3.2 Policy Development workshop w/ MILG TWG and key ministries on Administrative Orders in support of the digital transformation roadmap									UNDP	MILG	75700	Training / Workshop	₱1,500,000	$29,303	₱1,500,000	$29,303
										UNDP	MILG	71600	Travel	₱450,000	$8,791	₱350,000	$6,837
	3.3 DSDL survey undertaken by volunteer corps (youth)									UNDP	MILG	75700	Training / Workshop	₱450,000	$8,791	₱450,000	$8,791
										UNDP	MILG	71600	Travel	₱450,000	$8,791	₱150,000	$2,930
	3.4 Separate targeted TOT interventions on DSDL focused exclusively on women									UNDP	MILG	75700	Training / Workshop	₱2,000,000	$39,070	₱1,500,000	$29,303
										UNDP	MILG	71600	Travel	₱450,000	$8,791	₱350,000	$6,837

DocuSign Envelope ID: 704289F1-DC70-4424-A200-9981CEAA9E6A

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED SCHEDULE								RESPONSIBLE PARTY	FUNDING SOURCE	ESTIMATED ANNUALIZED BUDGET [P51.19=USD1 per UNORE Feb 2022]					
		2022				2023						ACCOUNT CODE	DESCRIPTION	2022		2023	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					PHP	USD	PHP	USD
	3.5 Separate targeted ICT trainings focused exclusively on women (basic ICT skills especially supporting the digital centers)									UNDP	MILG	75700	Training / Workshop	₱2,000,000	$39,070	₱1,500,000	$29,303
										UNDP	MILG	71600	Travel	₱450,000	$8,791	₱350,000	$6,837
	3.6 Campaign for the institutionalization of LeAPS' gains through MOAs/MOUs and BTA-supported legislation									UNDP	MILG	75700	Training / Workshop	₱2,700,000	$52,745	₱2,700,000	$52,745
										UNDP	MILG	71600	Travel	₱800,000	$15,628	₱529,300	$10,340
	3.7 Intensive workshop on the "5-year Digital Transformation Roadmap" for BARMM									UNDP	MILG	75700	Training / Workshop	₱5,100,000	$99,629	₱5,100,000	$99,629
										UNDP	MILG	71600	Travel	₱800,000	$15,628	₱750,000	$14,651
	3.8 Participation to the international conference on Digital Transformation with LeAPS Core Team and select LGUs and ministries									UNDP	MILG	75700	Training / Workshop	₱5,500,000	$107,443	₱5,500,000	$107,443
										UNDP	MILG	71600	Travel	₱15,621,484	$305,167	₱21,556,000	$421,098
	3.9 IEC, Advocacy, Knowledge Management									UNDP	MILG	74200	Audio Visual Costs	₱8,150,000	$159,211	₱8,150,000	$159,211
										UNDP	MILG	74200	Print Production Costs	₱2,550,000	$49,814	₱2,550,000	$49,814
	3.10 Professional Services to support and sustain the program environment									UNDP	MILG	71300	Local Consultants	₱9,840,000	$192,225	₱12,840,000	$250,830

DocuSign Envelope ID: 704289F1-DC70-4424-A200-9981CEAA9E6A

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED SCHEDULE								RESPONSIBLE PARTY	FUNDING SOURCE	ESTIMATED ANNUALIZED BUDGET [P51.19=USD1 per UNORE Feb 2022]				
		2022				2023						ACCOUNT CODE	DESCRIPTION	2022		2023	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					PHP	USD	PHP	USD
	3.11 Policy Development Workshops									UNDP	MILG	71300	Local Consultants	₱8,050,000	$157,257	₱8,050,000	$157,257
SUB-TOTAL (Output 3) w/o GMS														**₱69,311,484**	**$1,354,004**	**₱75,725,300**	**$1,479,299**
OUTPUT 4: Program managed efficiently	4.1 PMO organization and maintenance									UNDP	MILG	71400	Service Contracts	₱13,434,983	$262,453	₱14,554,565	$284,324
	4.2 Assurance activities (Midterm Evaluation)									UNDP	MILG	71300	Local consultant	₱1,500,000	$29,303	₱3,000,000	$58,605
	4.3 Direct Programme Costs (DPC)									UNDP	MILG	64100	DPC - Staff	₱18,676,586	$364,848	₱20,146,249	$393,558
										UNDP	MILG	74500	DPC - GOE	₱4,776,000	$93,299	₱6,000,000	$117,210
SUB-TOTAL (Output 4) w/o GMS														**₱38,387,569**	**$749,904**	**₱43,700,814**	**$853,698**
TOTAL ALL Outputs (w/o GMS)														**₱323,796,566**	**$6,325,387**	**₱370,527,359**	**$7,238,276**
GMS MILG (3%)														**₱9,713,897**	**$189,762**	**₱11,115,821**	**$217,148**
GRAND TOTAL w/ GMS														**₱333,510,463**	**$6,515,149**	**₱381,643,180**	**$7,455,424**

DocuSign Envelope ID: 704289F1-DC70-4424-A200-9981CEAA9E6A

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

1. The LeAPS Program shall be implemented under the National Implementation Modality (NIM) with full UNDP Country Office Support. This means that UNDP will provide the necessary management and operational support to deliver LeAPS activities and results. UNDP support services shall be done in accordance with UNDP rules and regulations. On the other hand, MILG will be the Implementing Partner and has full programmatic control and full accountability for and ownership of project activities. UNDP will extend implementation assistance and technical advice through the LeAPS PMO to steady the effort until full institutional capacity is realized.

2. A **LeAPS Program Board**, a multi-stakeholder governance mechanism shall be established to ensure effective governance and management oversight. Senior officials of the MILG-BARMM and UNDP in the Philippines will serve as co-chairpersons of the Program Board. Stakeholders from other BARMM ministries, LGUs and partner CSOs may be invited to attend the Program Board meetings, as and when necessary.

   The LeAPS Program Board shall meet at least once every semester for the following purposes:

   - Provide overall guidance and direction and agree on substantive revisions to the program design, approach, implementing partner, theory of change or results framework made in response to changes in the development context or new evidence or learning. When there is a substantive change in the design, inputs and budget will also change which shall also needs approval of the LeAPS Program Board. In this process, the LeAPS Program Board may agree with the Program Manager on a tolerance for each detailed plan under the over-all multi-year workplan. The agreed tolerance[23] should be written in the Project Document or approved LeAPS Program Board meeting minutes. It should normally not exceed 10 percent of the agreed budget at the activity level. Within the agreed tolerances, the Program Managers can operate without the intervention from the LeAPS Program Board.
   - Assess the achievement of results;
   - Assess risks to the LeAPS program, and agree on management actions and resources to address them effectively; and,
   - Identify and address operational issues of LeAPS program implementation, including those that could lead to revisions of the LeAPS program implementation.

23 Tolerance is the permissible deviation from a plan (in terms of time and cost) without bringing the deviation to the attention of the next higher authority.

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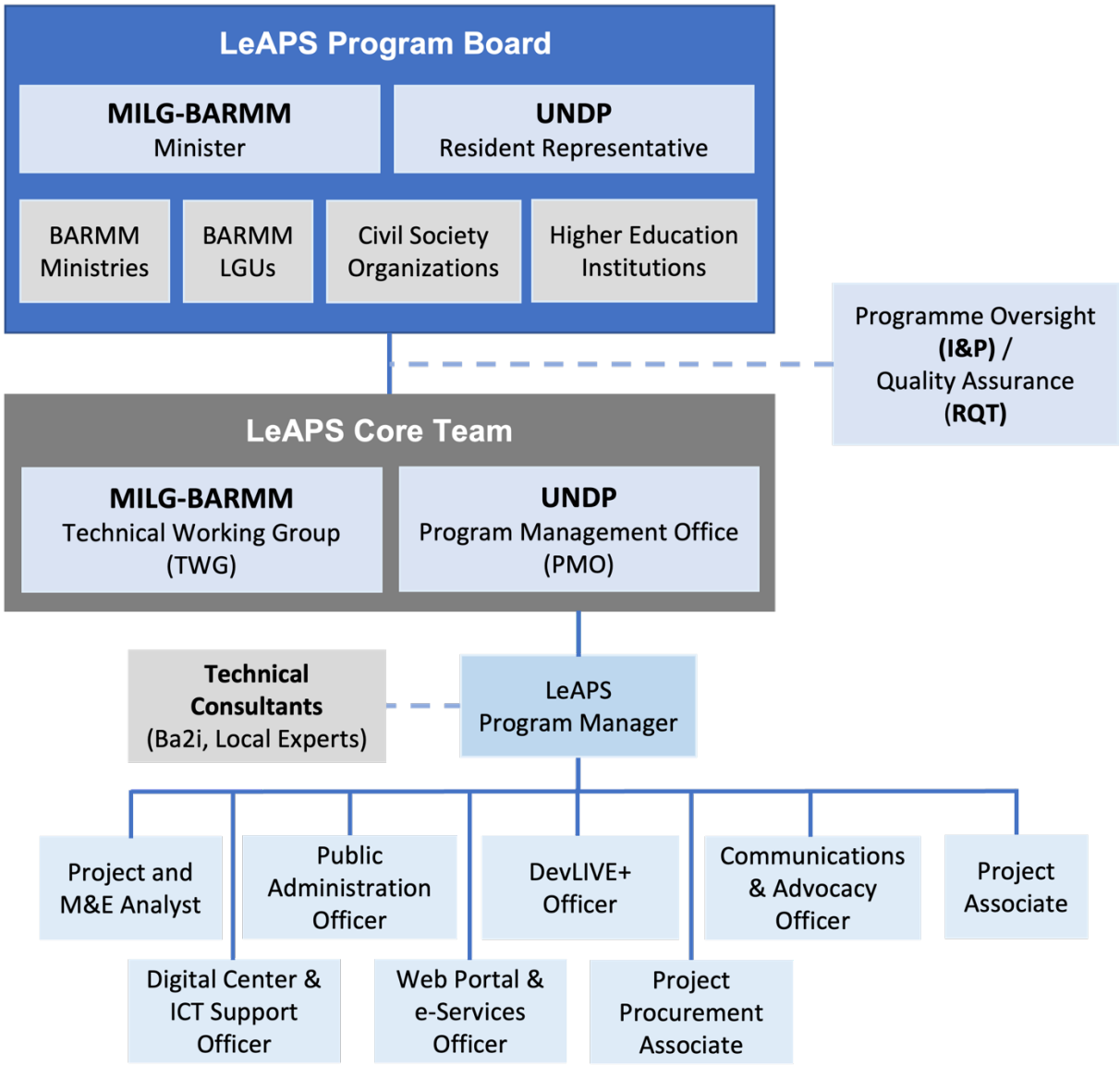


Figure 3. *LeAPS Program Organigram*

3. A **LeAPS Program Management Office (PMO)** will be created to implement the day-to-day activities of the program following UNDP programme operations policies and procedures. The LeAPS PMO will be composed of the following full-time positions:
    a. LeAPS Program Manager
    b. Project and M&E Analyst
    c. Public Administration Officer
    d. Digital Center and ICT Support Officer
    e. Web Portal and e-Services Officer
    f. Communications and Advocacy Officer
    g. Project Procurement Associate
    h. DevLIVE+ Officer
    i. Project Associate

    Depending on the needs of the LeAPS program implementation, the LeAPS PMO may be expanded or scaled down.

    The Institutions and Partnerships Programme Team of the UNDP Country Office in close coordination with the UNDP Cotabato Field Office, will provide oversight and quality assurance support to the LeAPS PMO, under the overall guidance of the UNDP Resident

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Representative.

4. **LeAPS Core Team:** The LeAPS Core Team is composed of the of the LeAPS PMO and the MILG Technical Working Group (MILG-TWG), which has been under the supervision and oversight of the MILG's Local Government Supervision Division (LGSD) since the start of the project initiation phase. During the LPAC meeting held on the 16th of December 2021, MILG confirmed that the LeAPS Program will be transferred to the Information Systems and Technology Management Division (ISTMD) -- a newly created unit in MILG, where the LeAPS program will be lodged.

   The LeAPS Core Team shall work together and ensuring that agreements during the Program Board are executed. Also, the LeAPS Core Team shall provide day-to-day technical guidance to various stakeholders.

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IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Philippines and the United Nations Development Programme signed by the Parties on July 21, 1977.

The following types of revisions may be made to this project document with the signature of UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes:

a. Revisions, in, or addition of, any of the annexes of the project document;
b. Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs
c. Mandatory annual revisions which rephrase the delivery of agreed project inputs or reflect expert or other costs due to inflation or take into account agency expenditure flexibility.

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X. RISK MANAGEMENT

1. Consistent with the Article 1 of the SBAA the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the region where the project is being carried out.
   b. assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

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

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document 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.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients 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.

   a. In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, 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").

   b. 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, the Implementing Partner, and each of its sub-parties referred to above, 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.

5. In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities) and shall require from its sub-parties referred to in paragraph 4 (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, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

   a. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

   b. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

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c. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

d. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

e. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 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 Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

6. The Implementing Partner 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 Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

7. 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).

8. The Implementing Partner shall: (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.

9. 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. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner 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.

11. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner 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.

12. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', 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 the Implementing Partner to find a solution.

13. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

14. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

    Where such funds have not been refunded to UNDP, the Implementing Partner 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 the Implementing Partner 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.

15. Each contract issued by the Implementing Partner 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 the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

16. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, 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.

17. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

Special Clauses. In case of government cost-sharing through the project, the following clauses apply:

a. The schedule of payments and UNDP bank account details.

b. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

c. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

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d. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

e. All financial accounts and statements shall be expressed in United States dollars.

f. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.

g. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

h. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

i. In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged:

    i. 3% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices

    ii. Direct cost for implementation support services (ISS) provided by UNDP.

j. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

k. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

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XI. ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening Template [English], including additional Social and Environmental Assessments or Management Plans as relevant.
3. Risk Analysis
4. Stakeholder Engagement Mapping
5. TORs of Project Board
6. Glossary of Terms and Acronyms

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Annex 3: Risk Analysis

#	Event	Cause	Impact(s)	Risk Category	Impact and Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner	Risk Valid From/To
1	Budget allocated for the LeAPS project in 2022 may be delayed, significantly reduced, or not be released.	Changes on BARMM government due to 2022 national and local elections, where LeAPS program would be deprioritized	The committed results of the program would not be achieved. Delivery of all project outputs would be reduced, delayed, or put into a halt.	Political	High *L = 5* *I = 5*	Demonstrate and deliver proof of concept to be communicated to various stakeholders.	UNDP Senior Management	Identified on 10 August 2021, until project implementation
2	ICT directions in BARMM may be disintegrated.	Absence of a specific coordinating agency for BARMM digital transformation efforts	Digital Centres with Interactive Call Centres and the #DigitalBangsamoro portal would not be fully utilized.	Operational	Substantial *L = 4* *I = 4*	Support and ensure ICT program alignment efforts with MOTC-BARMM and the OCM	MILG-TWG Focal LeAPS Project Manager	Identified on 10 August 2021, until project implementation
3	Deployment of goods and services to LGUs may be disrupted.	Occurrence of clan wars and disputes by other armed group and other violent extremist groups	Implementation would be delayed.	Safety and security	High *L = 4* *I = 5*	Regular conduct of dialogues/ consultations with relevant stakeholders e.g., AFP for maintenance of peace and stability in the area Regular assessment, including early warnings, of peace and security situation and close coordination with peace and security sector	MILG-TWG Focal LeAPS Project Manager	Identified on 10 August 2021, until project implementation

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#	Event	Cause	Impact(s)	Risk Category	Impact and Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner	Risk Valid From/To
4	Internet connectivity and power supply in the target LGUs may be limited or inaccessible.	Insufficient supply of Internet Service Providers (ISP) and regional power supply providers / companies	Provision of e-services and public service delivery would not be fully realized. More funding would be required to outsource providers outside the region; with potential of program extension.	Organizational	Moderate *L = 4* *I = 3*	Conduct robust market scoping within and outside the region and technical assessment in the identified LGU sites.	LeAPS Project Manager	Identified on 10 August 2021 until project implementation
5	Insufficient number of human resources / staffs, who will be designated as trainers for the project activities (i.e., DSDL, DevLIVE+)	Not enough civil servants capacitated or resources mismatch in the required skills and expertise to operate	Local capacity building will not be promoted and high dependency on local experts is expected, which will lead to higher costs in service contracts; program sustainability and results are at stake	Organizational	Substantial *L = 4* *I = 4*	Coordinate with MILG-TWG the number of staff and skillsets required in every activity to be conducted to ensure full representation of LGUs and ministries; while maximizing the cost	MILG-TWG Focal LeAPS Project Manager	Identified on 10 August 2021 until project implementation
6	Stricter community quarantine measures and local lock downs may be imposed.	Continuous threat of Covid19 to health and safety of stakeholders (including the suppliers')	Deployment and installation would be delayed and disrupted which will result to delays in project implementation.	Operational	Substantial *L = 4* *I = 4*	Integrate blended learning approach and similar strategies as part of the design of the capacity development related activities. Organize workshops in consideration of local protocols and with strict compliance with the basic health and safety protocols.	MILG-TWG Focal LeAPS Project Manager	Identified on 10 August 2021 until project implementation - update

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#	Event	Cause	Impact(s)	Risk Category	Impact and Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner	Risk Valid From/To
7	Privacy protocols may be breached where collected and generated data are misused and corrupted.	Lenient compliance of Data Privacy Act and mishandling of data by the assigned focal.	Citizens' trust and confidence on the implementation of digitalization would be compromised. E-services would not be patronized, which will lead back to manual availment of services.	Social and Environmental	Moderate *L = 3* *I = 3*	Support to MOTC and MILG on the implementation of the Data Privacy Act. Develop project modules on data privacy and back-end data security and privacy measures embedded in the system. Conduct digital literacy trainings to prevent unauthorized use, collection, careless processing of personal data, including the Data Privacy Act.	LeAPS Project Manager	Identified on 10 August 2021 until project implementation
8	Rollout of DevLIVE+ may be delayed or terminated.	LGUs will be required to implement PSA's CBMS for their data collection in 2022.	The committed results of Output 2 would not be achieved	Operational	Substantial *L = 4* *I = 4*	Hold coordination meetings with MILG, PSA and UNDP. Upgrade DevLIVE+ following the CBMS questionnaire localized for BARMM context.	LeAPS Project Manager	Identified on 30 September 2021, until project implementation

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ANNEX 4: Stakeholder Map

Stakeholder (s)	Interest	Influence	Stakeholder Priority Status Primary Secondary Tertiary	Potential Risk to the Program	Strategy to Engage the Stakeholder	Target Result(s)
MILG	High	High	Primary	Program Failure	MILG is given full lead	Set-up/ Implementation as scheduled
MILG Minister	High	High	Primary	Program Failure	Keep the Minister informed. Consult with all key decisions	Minister Lead kept
Women Sector	High	High	Primary	Gender Imbalance	Women are empowered in program implementation	Intentionally design programs exclusively for women as an affirmative action measure
MILG TWG	High	Low	Secondary	Non- coordination with LeAPS PMO	Full coordination	Full coordination Capacity Developed
BARMM Government/ BTA	High	High	Primary	Budget Deficit Operational Dissonance	Keep informed Keep Engaged	Funding Support Operational Support
UNDP Philippines	High	Low	Secondary	Oversight failure	Keep informed Keep involved	Timely reports/ Updated Programmatic Support rendered
LeAPS PMO	High	Low	Secondary	Program Implementation Failure	Work Closely with MILG and all key stakeholders	Set-up as scheduled On time Implementation Assured Sustainability
BARMM LGUs/ Ministries/ Institutions	High	Low	Primary	Low Citizenry trust in Governance Capacity	Inform in all program stages Involve in all program stages	Total Participation and commitment to program implementation
A2i	Low	low	Tertiary	Misalignment with local context	Enhanced coordination with MILG/ LeAPS PMO	Apps set-up to the satisfaction of MILG
CSOs/ Academe	Low	Low	Tertiary	Disinterest	Involve in relevant program implementation interventions	Effective Participation as force multiplier
Citizenry	Low	Low	Secondary	Non-Ownership of program	Keep Informed Keep Involved	Full ownership Participation in program implementation

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ANNEX 5. Project Board Terms of Reference

UNDP Standard Terms of Reference (ToR) for the
Project Board of Localizing e-Governance for Accelerated Provision of Services in the BARMM
(Project ID 00128976)

I. Background

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. For the purpose of this ToR and to ensure standardization, henceforth, as regards project documentation, such a body shall be referred to by the 'Project Board', The Project Board is the most senior, dedicated oversight body for a UNDP 'Development Project', which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

II. Duties and Responsibilities

The two prominent (mandatory) roles of the Project Board are as follows:

1) **High-level oversight of the project** - This is the primary function of the Project Board. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Board is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

   The Project Board also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the project 's implementation modality.

   The Project Board reviews updates to the project risk log.

2) **Approval of key project execution decisions** - The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

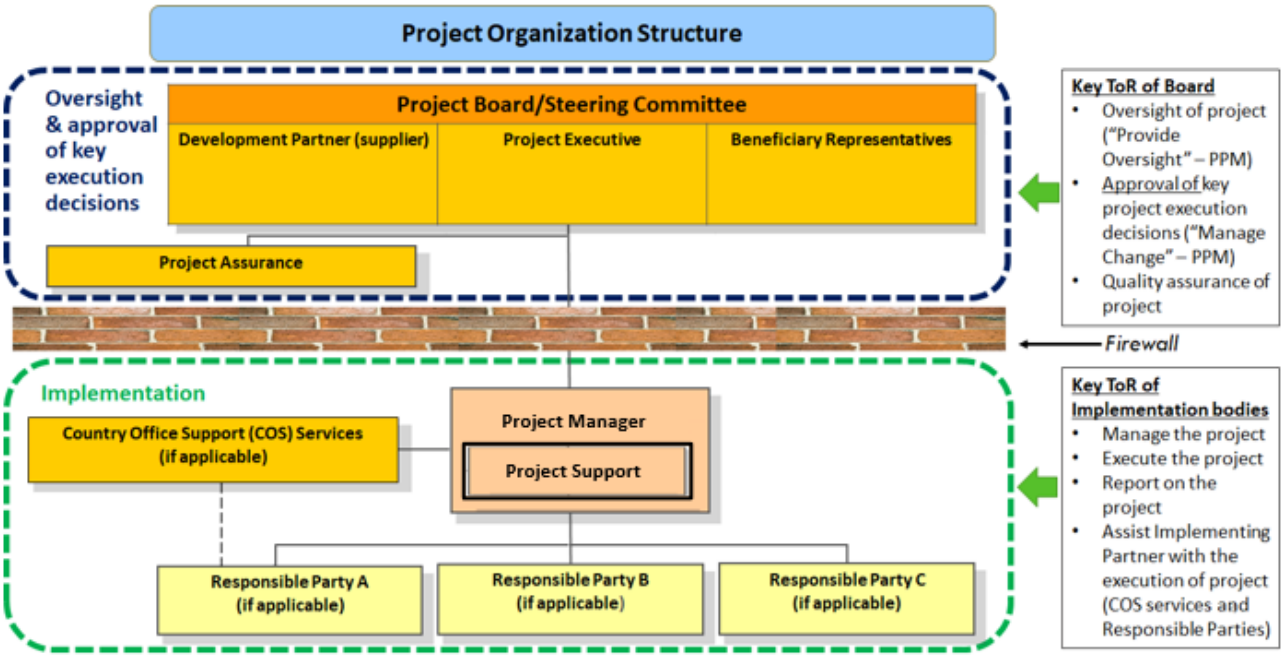
The Project Board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The Project Board approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions *('High-level oversight of the project' and 'Approval of key project execution decisions')* is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsible parties, service providers and project staff.

The diagram below outlines the main entities involved (and their respective responsibilities) in the 'oversight/approval of key execution decisions' layer and the 'implementation' layer of the project structure.

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Diagram 1 – Standard Figure of Project Organization Structure vis-à-vis oversight & approval and implementation roles



In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with the Quality Standards for Programming that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Project Board or Project Steering Committee needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The Project Board also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Board include the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the project manager and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP (Manage Change in the PPM) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required;
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.

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- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project[24].
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the Low Value Grants – UNDP Operational Guide.

Additional responsibilities of the Project Board can include, but are not limited to, the following :

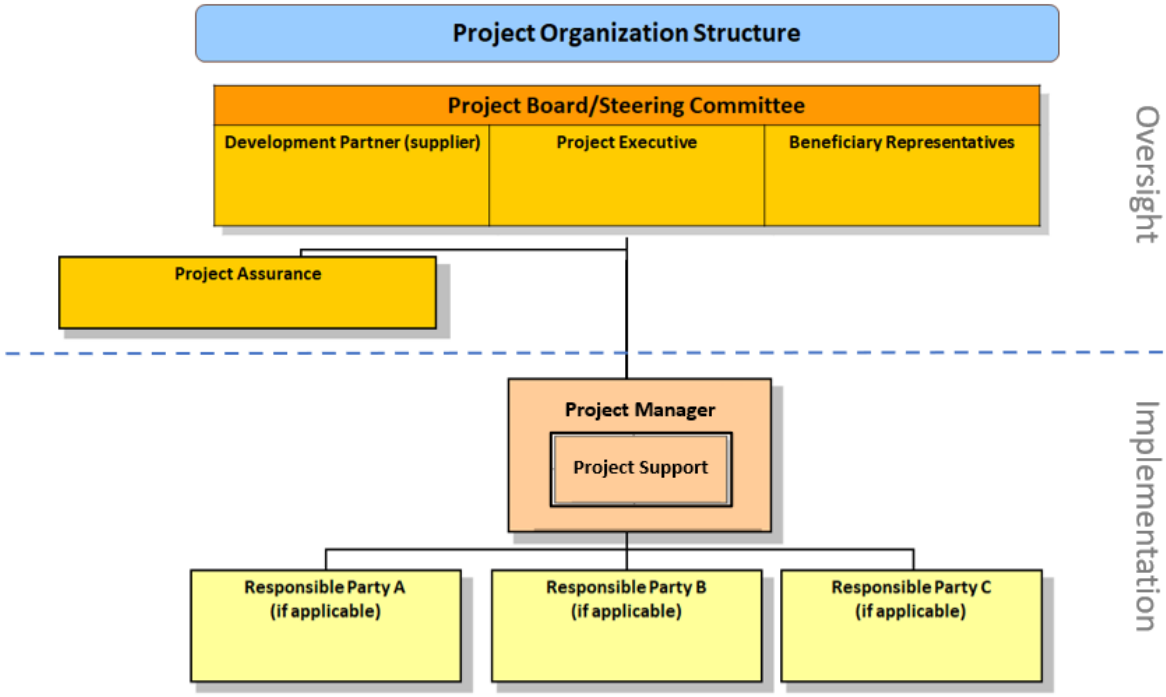
- Ensure coordination between the various donors and government-funded projects and programmes;
- Report to relevant inter-ministerial bodies or higher-level oversight bodies;
- Ensure coordination with multiple government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up; and
- Providing guidance or reporting protocols to technical committees or sub-bodies reporting to the Board.

III. Composition of the Project Board

Diagram 2 – Standard Figure for a Project Organization Structure

[24] The responsibilities of the board in this regard should follow UNDP's Social and Environmental Standards (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.

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The three categories of Project Board members are the following:

1) **Project Director/Executive(s):** This is an individual(s) who represents ownership of the project and chairs (or co-chairs) the Project Board. The executive usually is the most senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the Project Board with a representative of another category, it typically does so with a development partner representative.

2) **Beneficiary Representative(s):** This is an individual(s) representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, community groups or other government entities benefiting from the project can fulfil this role. If the project has a specific geographic focus, often representatives from the government entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a Project Board.

3) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project[25]. There can be multiple development partners representatives in a Project Board.

A **UNDP representative must always be represented in the Project Board** in either the project executive or development partner role.

Where applicable, representatives from responsible parties to the project cannot sit on the Project Board as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the project to provide services – whether responsible parties or

[25] With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

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contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies.

IV. Standard Project Board Protocols

The Project Board must meet one time annually at a minimum**.** It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. This Project Board will meet two times annually on the first year of the project implementation, at the beginning of the year for approval of the annul work plan and end of the year for mid-term assessment.
Project Board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expenses related to travel or lodging to attend board meetings.
All Project Board must have rules for quorum and documentation/minuting of board decisions. All board decisions and minutes should be kept by the project management unit and UNDP.
Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the Project Board.

Unless otherwise specified, Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board or a UNDP staff member with delegated authority as the programme manager.[26]

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members should be presented with a ToR for the Project Board, which will include the responsibilities already outlined and indicate agreed board practices and logistics.

Designated Board members must sign or otherwise indicate written acceptance of the final ToR (via formal signature of the ToR, an exchange of letters or e-mail acknowledgment) for the Project Board as a precondition for serving on the [Project Board or Project Steering Committee].

V. Standard Outputs of Project Board Meetings

In its oversight function, the Project Board will (at a minimum) review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations[27]
- Review and assessment of the Project Risk Log (with updating/amendments as needed)

[26] UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

27 Including audit reports and spot checks.

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- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicable) and steps taken to reduce funding gap identified at the project design stage

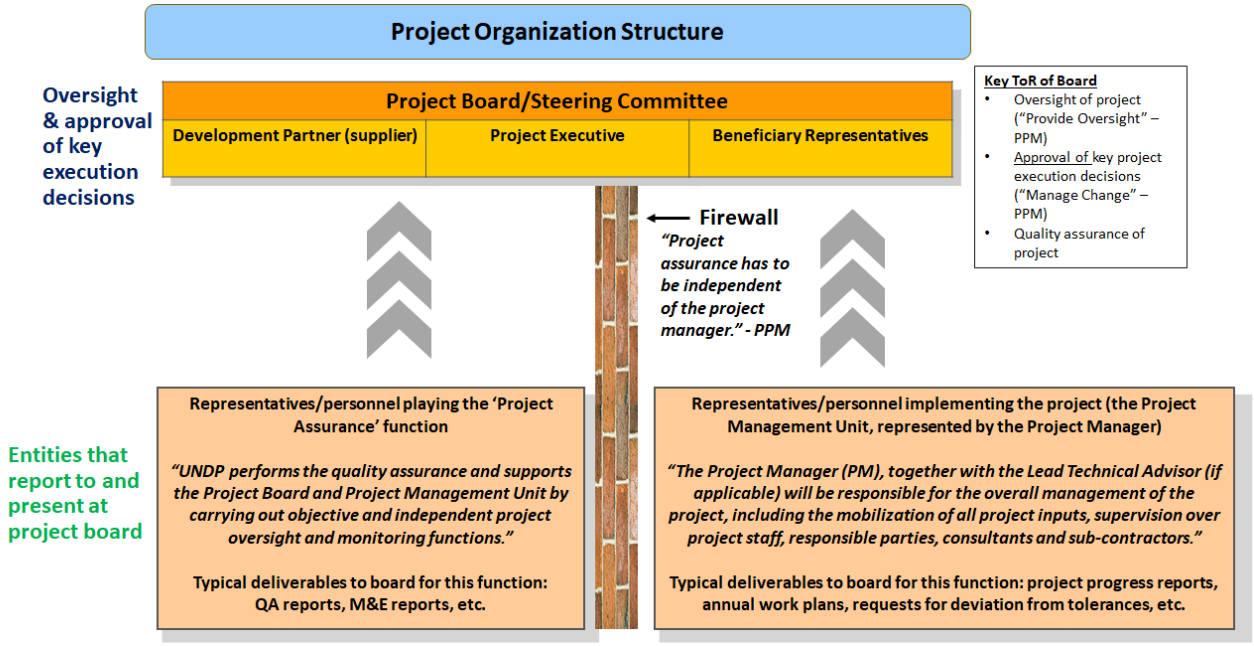
This will be in addition to the review and approval of any required project execution decisions. The output of every Project Board should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

VI. Support Functions to the Project Board

There are two main entities/functions outside the Project Board structure whose role is to report to the Project Board and support board members in effectively fulfilling their roles: project assurance and project management.

The diagram below explains the primary role of these two entities in the context of their support to Board operations. A description of these two entities follows.

Diagram 3 – Standard Figure of Project Organization Structure – Board Support Entities



Project Assurance: Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Board cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all Project Board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative

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playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation necessary to perform their duties.

Project Support: this function is often covered by the Project Management Unit. The Project Manager (PM) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the PMU is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative.

Note on the Tolerance

Tolerance is a permissible deviation from the project plan that does not require bringing the deviation to the attention of the Project Board.

The tolerances for the project are normally reviewed and recommended for approval during the LPAC meeting. Subsequently, the Project Board may want to agree with the Project Manager on a tolerance for each deliverable once the AWP has been produced.

When it appears that the tolerance granted by the Project Board to the Project Manager for the project as a whole or a particular deliverable has been exceeded or is likely to be exceeded, the Project Board needs to convene and agree on the measures to be taken.

Separate tolerance figures should be given for:

- time (to deliver outputs/activities)
- cost (of project/activities)
- scope (of project)

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ANNEX 6. Glossary of Terms & Acronyms

a2i	Access to Information
AFP	Armed Forces of the Philippines
ALab PH	Accelerator Lab Philippines
ARMM	Autonomous Region for Muslim in Mindanao
ASG	Abu Sayyaf Group
AWP	Annual Work Plan
BARMM	Bangsamoro Autonomous Region for Muslim in Mindanao
BDP	Bangsamoro Development Plan
BIFF	Bangsamoro Islamic Freedom Fighters
BOL	Bangsamoro Organic Law
BPDA	Bangsamoro Planning and Development Authority
BTA	Bangsamoro Transition Authority
BWC	Bangsamoro Women Commission
BYC	Bangsamoro Youth Commission
CBMS	Community-Based Monitoring System
CO	Country Office
COVID-10	Corona Virus Disease 2019
CPD	Country Project Document
CSO	Civil Service Organization
DAB	Development Academy of the Bangsamoro
DevLIVE	Development LIVE
DevLIVE+	Development through Local Indicators and Vulnerability Exposure database
DICT	Department of Information and Communication Technology
DILG	Department of the Interior and Local Government
DPC	Direct Project Costs
DSDL	Digital Service Design Lab
GAD	Gender and Development
GEN2	Gender Equality 2
GIDA	Geographically Isolated and Disadvantage Areas
GMS	General Management Support
GOE	General Operating Expense
HACT	Harmonized Approach to Cash Transfer
ICT	Information and Communications Technology
IECS	Information, Education and Communications
ISP	Internet Service Provider
ISS	Implementation Support Services
LeAPS	Localizing e-Governance for Accelerated Provision of Services
LGU	Local Government Unit
LOE	Level of Effort
LPAC	Local Project Appraisal Committee
LVC	LeAPS Volunteer Corps
MILF	Moro Islamic Liberation Front
MILG	Ministry of the Interior and Local Government
MOTC	Ministry of Transportation and Communications
MOU	Memorandum of Agreement
MSU	Mindanao State University
NIM	National Implementation Modality
OAI	Office of Audit and Investigations
OCM	Office of the Chief Minister
PAC	Project Appraisal Committee
PFSD	Partnership Framework for Sustainable Development
PIP	Project Initiation Plan
PM	Program Manager
PMO	Program Management Office
PSA	Philippines Statistics Authority
RPD	Regional Programme Division
SDG	Sustainable Development Goal
SEA	Sexual Exploitation and Abused

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SEIA	Socioeconomic Impact Assessment
SGB	Secretary General Bulletin
SH	Sexual Harassment
SLA	Service-level Agreement
SP	Strategic Plan
SPS	Service Process Simplification
SSC/TrC	South-South and Triangular Cooperation
TOC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
TWG	Technical Working Group
UAT	User Acceptance Testing
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
VSAT	Very Small Aperture Terminal

----------Nothing follows----------