



MANUAL OF OPERATIONS

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AFP	Armed Forces of the Philippines
CDD	Community Driven Development
CHED	Commission on Higher Education
CLM	Citizen-Led Monitoring
CNN	CPP/NPA/NDF
CSO	Civil Society Organizations
CSPP	Conflict-Sensitive and Peace-Promoting
CSPP-MEAL	Conflict-Sensitive and Peace-Promoting - Monitoring, Evaluation, Accountability and Learning System
DA	Department of Agriculture
DAP	Disbursement Acceleration Program Fund
DAR	Department of Agrarian Reform
DENR	Department of Environment and Natural Resources
DILG	Department of Interior and Local Government
DOE	Department of Energy
DOH	Department of Health
DPWH	Department of Public Works and Highways
DSWD	Department of Social Welfare and Development
GAA	General Appropriations Act
GPH	Government of the Philippines
LGU	Local Government Unit
MLGU	Municipal Local Government Unit
MPOC	Municipal Peace and Order Council
NCIP	National Commission on Indigenous People
NEA	National Electrification Administration
NGA	National Government Agencies
NPMO	National Program Management Office
OPAPP	Office of the Presidential Adviser on the Peace Process
PAMANA	PAYapa at MASaganang PamayaNAn
PAPMO	PAMANA-ARMM Program Management Office
PDP	Provincial Development Plan
PFRS	PAMANA Feedback Response System
PHIC	Philippine Health Insurance Corporation
PLGU	Provincial Local Government Unit
PNP	Philippine National Police
POPS	Public Order and Public Safety Plan
PPOC	Provincial Peace and Order Council
RA	Republic Act
RDC	Regional Development Council
RPOC	Regional Peace and Order Council
TPM	Third Party Monitor
TWG	Technical Working Group

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OVERVIEW

This manual is intended to serve as a guide for the Office of the Presidential Adviser on the Peace Process (OPAPP) and its implementing partners in carrying out the interventions under the PAyapa at MAsganang PamayaNAn (PAMANA) Program in peace agreement, conflict-affected and conflict-vulnerable areas.

This manual embodies and builds on the existing implementing guidelines with PAMANA Program implementing partners.

This manual is a working document. As and when deemed necessary to respond to the changing environment or situation on the ground particularly in PAMANA Program covered areas, this manual shall be updated accordingly upon the mutual agreement with all concerned parties.

This manual is divided into the following sections:

- Section 1** Program Background which provides information such as the Program's legal bases, objectives, implementing framework, area coverage, funding and interventions.
- Section 2** Program Implementation Mechanisms which provides information on the role of the OPAPP in the implementation of the PAMANA Program as oversight and implementing agency, implementation modalities, guidelines in determining implementing partners, and on national and local level mechanisms.
- Section 3** Program Implementation which provides information on the process flow and activities involved in the implementation of the PAMANA Program particularly under the pre-implementation phase, implementation phase, and the monitoring and evaluation phase.
- Section 4** Financial Management which provides information on the fund management system under the PAMANA Program.
- Section 5** Transparency and Accountability Mechanisms which provides information on the five (5) transparency and accountability mechanisms that the PAMANA Program adheres to.
- Section 6** Security Mechanisms which provides information on general standard operating procedures on security coordination for field-based activities.

I. PROGRAM BACKGROUND

A. Legal Bases

1. The PAyapa at MAsganang PamayaNAn (PAMANA) Program was launched in 2011 as a priority program of the Government that supports the Peace Negotiation Track and contributes to the goal of attaining Just and Lasting Peace. It was embodied in Chapter 9 on Peace and Security of the Philippine Development Plan for 2011-2016 and Chapter 8 on Peace and Security of the updated Philippine Development Plan for 2011-2016 which indicated PAMANA as the Government's development program for isolated, hard-to-reach, and conflict-affected communities.
2. Under the Duterte Administration, the PAMANA Program is affirmed to support the Six-Point Peace and Development Agenda particularly on the implementation of peace-promoting, catch-up socio-economic development in conflict-affected and conflict-vulnerable areas as well as on building a culture of peace and conflict-sensitivity.
3. The General Appropriations Act (GAA) also provides for the implementation of the PAMANA Program, to wit: Republic Act (RA) No. 10155 (GAA of 2012), RA No. 10352 (GAA of 2013), RA No. 10633 (GAA of 2014), RA No. 10651 (GAA of 2015), RA No. 10717 (GAA of 2016), and RA No. 10924 (GAA of 2017).

B. Objectives

4. The PAMANA Program aims to contribute to (a) addressing issues of injustices and improve community access to socio-economic interventions; (b) improving governance by building the capacity of national government agencies (NGA) and local government units (LGU) for a conflict-sensitive, peace-promoting, culture-sensitive and gender-sensitive approach to human rights promotion and development; and, (c) empowering communities and strengthening their capacities to address issues of conflict and peace.

C. Implementing Framework

6. The PAMANA Program is anchored on the Government's strategy of winning the peace by forging strategic partnerships in promoting convergent delivery of goods and services, and addressing regional development challenges in conflict-affected and conflict-vulnerable areas. It builds both physical and social infrastructures for these areas at the regional, provincial and barangay levels, ensuring that they are not left behind. The design and delivery of the PAMANA Program is conflict-sensitive and peace-promoting (CSPP) thus distinguishing it from other development interventions of the Government.
7. The PAMANA Program implementing framework is anchored on three (3) complementary strategic pillars that define core interventions to achieve just and lasting peace (Please see **Table 1**).

Table 1. PAMANA Pillars

Pillar	Focus / Intervention
Pillar 1	Policy reform and governance interventions addressing issues of injustices relative to land security, natural resources, identity, and human rights
Pillar 2	Capacity-building interventions relative to strengthening government institutions and empowering communities
Pillar 3	Peace-promoting socio-economic interventions

D. Area Coverage

8. The PAMANA Program covers peace agreement, conflict-affected and conflict-vulnerable areas across seven (7) geographical zones, which have been selected and prioritized to complement the peace process lines (Please see **Table 2**). Areas may change, however, depending on the assessment of the level of conflict and vulnerability of areas which shall be conducted annually.

Table2. PAMANA Zones

Peace Process Line	PAMANA Zone	Region	Province
Areas covered by the Bangsamoro Fronts	Central Mindanao	Region X	Lanao del Norte
		Region XII	North Cotabato, Sarangani, South Cotabato, Sultan Kudarat
		ARMM	Lanao del Sur Maguindanao
	Zamboanga-Basilan-Sulu-Tawi-Tawi	Region IX	Zamboanga del Norte, Zamboanga del Sur, Zamboanga Sibugay
		ARMM	Basilan, Sulu, Tawi-Tawi
	Special Area of Intervention	Regions IV-B	Palawan
Areas vulnerable to conflict with GPH-Communist Party of the Philippines/New People's Army/National Democratic Front (CPP/NPA/NDF or CNN)	Bicol-Quezon-Mindoro	Region IV-A	Oriental Mindoro, Quezon
		Region V	Camarines Norte, Camarines Sur, Masbate, Sorsogon
	Compostela Valley-Davao-Caraga Corridor	Region X	Bukidnon, Misamis Oriental
		Region XI	Davao del Sur, Davao del Norte, Davao Occidental, Davao Oriental, Compostela Valley
	Region XIII	Agusan del Norte, Agusan del Sur, Surigao del Norte, Surigao del Sur	
Samar Island	Region VIII	Eastern Samar, Northern Samar, Samar	
Areas Covered by Closure Programs	Cordillera Administrative Region (CAR)	CAR	Areas identified by the Government of the Philippines (GPH)-Cordillera Bodong Administration/Cordillera People's Liberation Army (CBA/CPLA) Closure Agreement of 2011 and surrounding areas with strategic importance to the region
	Negros-Panay	Region VI	Areas in Negros Occidental, Negros Oriental, Aklan, Iloilo and Antique identified by the GPH-Rebolusyonaryong Partidong Manggagawang Pilipinas/Revolutionary Proletarian Army/Alex Boncayao Brigade-Tabara Paduano Group (RPM-P/RPA/ABB-TPG)
Region VII			

E. Funding

9. The PAMANA Program was originally funded by the Disbursement Acceleration Program (DAP) Fund.
10. In 2012, the Government started to allocate funds for the PAMANA Program through the GAA¹ which must be used exclusively for the implementation of eligible and approved interventions.

F. Interventions

11. The PAMANA Program is a continuing Government program since 2011. The PAMANA Program shall henceforth endeavor to carry out a more focused, strategic and responsive set of interventions for peace agreement, conflict-affected and conflict-vulnerable areas. **Table 3** shows the updated list of eligible and ineligible interventions under the PAMANA Program as of January 2017.

Table 3. List of Eligible and Ineligible Interventions

Pillar ²	Eligible ³	Ineligible
Pillar 1: Policy Reform and Governance Interventions	<ul style="list-style-type: none"> ▪ Addressing overlapping land tenurial instruments ▪ Processing of Certificate of Ancestral Domain Title ▪ Formulation of Ancestral Domain Sustainable Development Protection Plan ▪ Local conflict resolution ▪ Transitional justice 	<ul style="list-style-type: none"> ▪ Purchase of weapons, chainsaws, explosives, pesticides, insecticides, herbicides, asbestos and other potentially dangerous materials and equipment ▪ Road construction in protected areas ▪ Use of project funds for purchase of/or compensation for land ▪ Maintenance and operation of facilities provided with project funding ▪ Recurrent government expenditures (e.g., salaries for government and local government unit staff) ▪ Construction and repair of government offices and places of religious worship ▪ Political and religious activities, rallies and materials ▪ Salaried activities that employ children below 16 years of age ▪ Activities that unfairly exploit women or men at any age
Pillar 2: Capacity Building Interventions	<ul style="list-style-type: none"> ▪ Mainstreaming conflict-sensitive and peace-promoting (CSPP) approach in local governance ▪ Capacitating PAMANA national partner agencies on peacebuilding ▪ Strengthening local formations with emphasis on women, youth and indigenous people ▪ Localization of the National Action Plan on Women, Peace and Security ▪ Peace dialogues ▪ Building capacities for humanitarian and conflict crisis response ▪ Mainstreaming/institutionalization of local religious/traditional institutions in local governance ▪ Interfacing of indigenous political 	

¹ RA No. 10155 (GAA of 2012), RA No. 10352 (GAA of 2013), RA No. 10633 (GAA of 2014), RA No. 10651 (GAA of 2015) and RA No. 10717 (GAA of 2016), RA No. 10924 (GAA of 2017).

² Based on the proposed enhanced PAMANA Program Design.

³ Based on the proposed enhanced PAMANA Program Design. Excluded from the list of eligible interventions are agricultural productivity support, agri-fishery and electrification.

Pillar ²	Eligible ³	Ineligible
Pillar 3: Peace Promoting Socio- Economic Interventions	structure in local governance <ul style="list-style-type: none"> ▪ Human capital development: education (i.e., formal, technical and vocational with job matching), health, water, sanitation ▪ Job Creation: livelihood, agricultural productivity support ▪ Accessibility: local road infrastructures ▪ Community driven socio-economic projects 	<ul style="list-style-type: none"> ▪ International travel ▪ Consumption items and events ▪ Tax payments not related to the project ▪ Microcredit and loan financing ▪ Grants to individuals for income generating businesses ▪ Assistance to family/clan cooperative ▪ Assistance to established businesses/corporations ▪ Environmentally damaging activities (e.g., purchase of fishing boats and nets above the prescribed size and weight set by RA No. 8550 or the Philippines Fisheries Code, manufacture and/or use of asbestos, dynamite, agrochemical and other environmentally-damaging materials) and socially unacceptable activities ▪ Activities for military and paramilitary purposes ▪ Payment for loans or financing of existing livelihood projects which are funded by other programs or funding agencies/institutions

II. PROGRAM IMPLEMENTATION MECHANISMS

A. Role of OPAPP

12. Starting 2017, the Office of the Presidential Adviser on the Peace Process (OPAPP) shall perform a dual role in the implementation of the PAMANA Program.

A.1 OPAPP as Oversight Agency

13. The OPAPP is mandated through the GAA to perform an oversight function over the PAMANA Program which includes program planning and monitoring. As oversight agency, the implementation of the GAA-funded PAMANA Program interventions is mainstreamed in NGAs and regional line agencies of the Autonomous Region in Muslim Mindanao (ARMM) through its Regional Government mandated to carry out the identified interventions along with the corresponding funding requirement. **Table 4** shows the evolution of OPAPP's oversight function as of January 2017.

Table 4. FY 2012-2017 PAMANA Implementing Partners under GAA

Legal Basis	Implementing Partner
RA No. 10155 (GAA of 2012)	Provides funds for PAMANA in three (3) agencies: Department of Social Work and Development (DSWD), Department of Interior and Local Government (DILG), Department of Agrarian Reform (DAR)
RA No. 10352 (GAA of 2013)	Provides funds for PAMANA in eight (8) agencies: DILG, Department of Agriculture (DA), DSWD, DAR, Department of Energy (DOE)-National Electrification Administration (NEA), Department of Environment and Natural Resources (DENR), Philippine Health Insurance Corporation (PhilHealth), Commission on Higher Education (CHED)
RA No. 10633 (GAA of 2014)	Provides funds for PAMANA in 10 agencies: Autonomous Region in Muslim Mindanao (ARMM), CHED, DAR, DA, DOE, DILG, DSWD, National Commission on Indigenous Peoples (NCIP), NEA, PhilHealth
RA No. 10651 (GAA of 2015)	Provides funds for PAMANA in 12 agencies: ARMM, CHED, DA, DOE, DENR, DILG, DSWD, Department of Public Works (DPWH), NCIP, NEA, National Irrigation Administration (NIA), PhilHealth
RA No. 10717 (GAA of 2016)	Provides funds for PAMANA in eight (8) agencies: ARMM, CHED, DA, DENR, DILG, DPWH, DSWD, PhilHealth
RA No. 10924 (GAA of 2017)	Provides funds for PAMANA in eight (8) agencies: OPAPP, CHED, DENR, Department of Health (DOH), DSWD, NCIP, PhilHealth, Philippine National Police

A.2 OPAPP as Implementing Agency

14. The OPAPP served as implementing agency of the DAP-funded PAMANA Program interventions from 2011 to 2012.
15. Pursuant to RA No. 10924 (GAA of 2017), the OPAPP shall reprise this role in addition to its oversight function. This is in keeping with the Government's guidance to empower OPAPP to implement projects that are related to peace. The implementation of massive development on the ground will be undertaken simultaneously with the work to implement agreements that the Government had entered or will enter into.
16. As implementing agency, the OPAPP may forge partnerships with NGAs, LGUs, the Engineering Brigades of the Armed Forces of the Philippines, civil society organizations (CSO), and multi-lateral mechanisms in the implementation of the PAMANA Program interventions through a Memorandum of Agreement (MOA), as and when deemed necessary. The selection process of implementing partners shall be guided by a set of parameters as shown in **Table 5**.

Table 5. Guide in Determining Implementing Partners

Implementing Partner	Parameters	Mode of Project Delivery
Provincial LGUs (PLGU)	<ul style="list-style-type: none"> ✓ When the project covers two (2) or more municipalities ✓ When the recipient MLGU has no capacity to implement (e.g., technical capacity, equipment) ✓ When the recipient MLGU is not Seal of Good Local Governance and/or Seal of Good Financial Housekeeping compliant ✓ When the recipient MLGU has outstanding liquidation 	By MOA/ Administration

Implementing Partner	Parameters	Mode of Project Delivery
	<ul style="list-style-type: none"> under PAMANA ✓ PLGU is supportive of the mainstreaming of conflict-sensitive and peace-promoting (CSPP) approach in Peace and Order and Public Safety Plan (POPS) and Provincial Development Plan (PDP) ✓ PLGU has capacity to implement ✓ PLGU is Seal of Good Financial Housekeeping compliant ✓ PLGU has no outstanding liquidation under PAMANA ✓ For projects not exceeding the amount of PhP200 M (if by Administration) 	
Municipal LGUs (MLGU)	<ul style="list-style-type: none"> ✓ MLGU has capacity to implement (to be coordinated with PAMANA implementing agencies) ✓ MLGU is Seal of Good Local Governance and/or Seal of Good Financial Housekeeping compliant ✓ MLGU has no outstanding liquidation under PAMANA ✓ MLGU is supportive of the mainstreaming of CSPP in the POPS and CDP ✓ For projects not exceeding the amount of PhP50 M (if by Administration) 	By MOA/ Administration
National Government Agencies	<ul style="list-style-type: none"> ✓ When P/MLGU is ineligible to implement infrastructure and non-infrastructure projects ✓ When P/MLGU is constrained to directly implement infrastructure and non-infrastructure projects ✓ When projects are highly specialized to specific agencies such as the (1) National Commission on Indigenous Peoples (NCIP) for Ancestral Delineation and Recognition and Ancestral Domain and Sustainable Development Protection Plan (ADSDPP) Formulation; (2) Commission on Higher Education (CHED) for study grants; and, (3) Philippine Health Insurance Corporation (PHIC) for health insurance grants 	By MOA/ Administration
AFP Engineering Brigades	<ul style="list-style-type: none"> ✓ For infrastructure projects in high risk areas ✓ For areas with possibly no contractors ✓ PhP50M and above by the Department of National Defense and Armed Forces of the Philippines Bids and Awards Committee (AFP BAC) ✓ Below PhP50M by AFP BAC 	By MOA/ Administration
Civil Society Organizations (CSO)	<ul style="list-style-type: none"> ✓ For ADSDPP Formulation projects granting that there is certification/ affirmation from the NCIP that the CSO has capacity to implement ✓ For certain capacity-building and community-driven development (CDD) interventions ✓ Accredited by the Department of Social Welfare and Development ✓ Passed government guidelines on CSO partnership 	By MOA/ Contract
Direct Implementation of OPAPP	<ul style="list-style-type: none"> ✓ For capacity building on peacebuilding ✓ For development of settlement sites vis-a-vis peace process with the RPMP/RPA/ABB-TPG ✓ For non-infrastructure projects with no qualified LGUs to implement 	By Administration/ Contract

B. Engaging with Implementing and Collaborating Partners

B.1 National Level

17. In the exercise of its oversight and implementing functions, the OPAPP shall ensure the conduct of regular inter-agency and bilateral coordination meetings with implementing partners to discuss both the physical and financial progress of project implementation and address project implementation issues as needed.
18. In the exercise of its implementing function, the OPAPP shall likewise ensure the participation of locally-based implementing partners to said inter-agency coordination meetings, if any.

B.2 Local Level

19. In the exercise of its oversight and implementing functions, the OPAPP shall engage with the municipal, provincial and regional level development and peace and order councils in the course of planning and programming to help ensure the harmonization of interventions and mainstreaming of the CSPP approach.
20. The OPAPP shall also engage with other existing local mechanisms such as the municipal, provincial and regional level technical working groups as collaborating partners for the conduct of technical assessments and monitoring.

III. PROGRAM IMPLEMENTATION

21. The PAMANA Program implementation shall be guided by a three-pronged project implementation process flow, to wit: (a) Pre-Project Implementation Phase; (b) Project Implementation Phase; and, (c) Monitoring and Evaluation Phase. Inclusion, participation, transparency, conflict-sensitivity and peace promotion shall be embedded in all stages of sub-project implementation.

A. Pre-Project Implementation Phase

22. The PAMANA Program activities under the Pre-Project Implementation Phase shall involve a series of activities, as follows:
 - a. Identification of program areas for a given year;
 - b. Roll-out of the implementing guidelines;
 - c. Strengthening or establishment of local convergence groups at the provincial and regional levels;
 - d. Area-based assessment and planning including identification of projects and preparation of project proposals and other requirements;
 - e. Assessment of implementation of modalities;
 - f. Consolidation of project submission including technical review, prioritization and budget preparation;

- g. Compliance to budget approval process;
- h. Preparation of MOAs, contracts and other requirements for the approval of the Presidential Adviser on the Peace Process (PAPP); and,
- i. Signing of MOAs or contracts.

These set of activities shall be undertaken by the PAMANA National Program Management Office (NPMO) in collaboration with the Peace Agreements Management Unit (PAMU) and Area Management Teams (AMT) of OPAPP.

Figure 1 and **Table 6** show the pre-implementation phase process flow.

Figure 1. Pre-Project Implementation Phase Process Flow

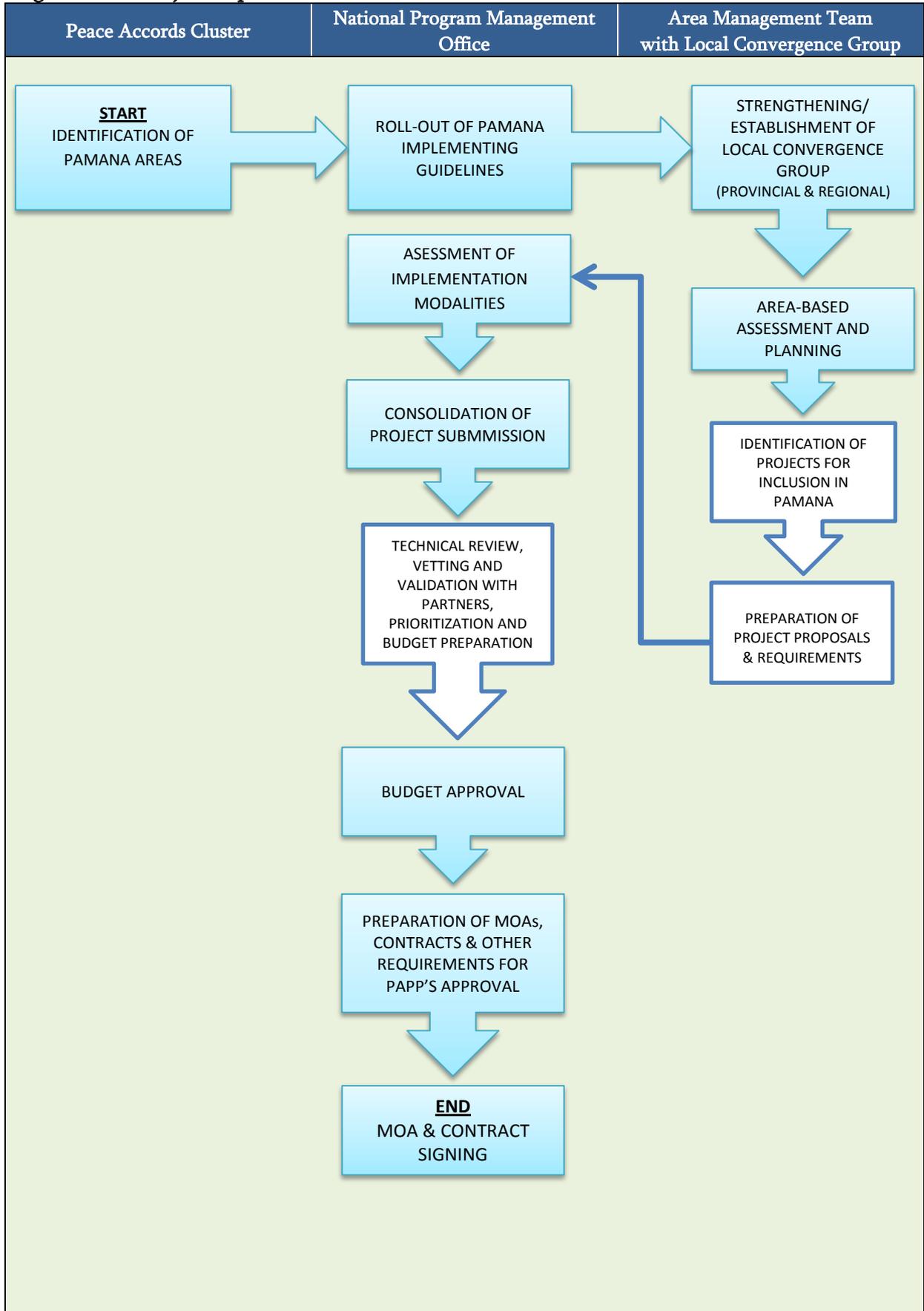


Table 6. Pre-Implementation Phase Process Flow

STEP	ACTIVITY	RESPONSIBLE UNIT	DESCRIPTION	TIMELINE ⁴
1	Identification of PAMANA Program Areas	PAMANA-NPMO, Peace Accords Cluster	<ul style="list-style-type: none"> ✓ Generation of inputs from security agencies such as the Armed Forces of the Philippines (AFP), Philippine National Police (PNP) and the National Intelligence Coordinating Agency. ✓ Generation of inputs from the National Commission on Indigenous Peoples (NCIP) on matters concerning IP areas and the National Disaster Risk Reduction and Management Council on areas affected by natural and human induced disasters, as and when deemed necessary. ✓ Selection and prioritization of PAMANA Program areas based on the level of conflict-affectedness⁵ and conflict-vulnerability⁶ of identified areas. In general, these are Closure Program areas that are validated by the AFP and PNP, Moro National Liberation Front (MNLF) areas needing development, and other areas vulnerable to conflict as identified by the AFP and PNP and further validated through local security assessments. ✓ In the event that further streamlining is needed, selected indicators such as poverty incidence, human development index, and income class of identified areas shall be taken into account. 	February
2	Roll-Out of the PAMANA Program Implementation Guidelines	PAMANA-NPMO, Area Management Teams (AMT)	<ul style="list-style-type: none"> ✓ Release of the approved implementation guidelines for the current budget year as well as the approved planning and programming parameters for the succeeding budget year to the AMTs. ✓ Conduct of area-based orientation sessions on the implementation guidelines. 	February
3	Strengthening/ Establishment of	PAMANA-NPMO, AMTs	<ul style="list-style-type: none"> ✓ Representation at the Regional Development Councils (RDC), Regional Planning and Development Board of the Autonomous Region in Muslim Mindanao (ARMM) and the 	February

⁴ Subject to adjustment based on the DBM's budget calendar for a given year.

⁵ Conflict-affected areas refer to areas where there are actual armed encounters between the government forces and political armed groups and where political armed groups have dominance in the state of affairs of the community.

⁶ Conflict-vulnerable areas refer to communities that are proximate to CAAs where possible side-stepping of armed groups are imminent. It can also include geographically isolated and disadvantaged areas whose resources actual or symbolic are deemed valuable by the political armed group.

STEP	ACTIVITY	RESPONSIBLE UNIT	DESCRIPTION	TIMELINE ⁴
	Local Convergence Groups		Municipal, City, Provincial and/or Regional Peace and Order Councils (MPOC/CPOC/PPOC/ RPOC) and other relevant local mechanisms on matters concerning the PAMANA Program and/or the peace process.	
4	Area-Based Assessment and Planning	PAMANA-NPMO, AMTs	<p>✓ Conduct of social preparation and community mobilization activities involving (a) program orientation for target beneficiaries; (b) profiling of project beneficiaries; (c) Situational Investigation and Analysis which entails gathering of data on demographics of the community, socio-economic condition, political situation, community needs, common values and conflict and security situation through key informant interviews, focus group discussions and reports from the security sector and local peace and order councils; and, (d) Participatory Situation Analysis which calls for community participation in the identification of the root causes, drivers and dynamics of conflict in target communities.</p> <p>✓ Project development involving (a) capacity building or orientation sessions on conflict-sensitive and peace promoting (CSPP) to facilitate peace lens integration in project development; (b) criteria setting workshop; (c) project identification; (d) project selection and prioritization; and, (d) project proposal preparation.</p> <p>The identification, selection and prioritization of projects shall be guided by the peace process affecting an area. For <u>Pillar 2 or capacity building projects</u> such as community-driven development projects shall be identified by the community during consultation processes ensuring participatory planning. For <u>Pillar 1 or policy reform and governance interventions</u> and <u>Pillar 3 or peace-promoting socio-economic interventions</u> shall be identified through provincial and/or municipal planning and programming workshops based on a shared analysis of the causes of conflict in an area following the CSPP approach. For <u>peace agreement areas such as the Bangsamoro areas</u>, consultation with communities with MNLF members shall be undertaken prior to vetting with local government units (LGU). In <u>Closure Program areas</u>, projects are identified interventions agreed upon by the Government of the Philippines (GPH) and Cordillera Bodong Administration/Cordillera People's Liberation Army (CBA/CPLA) or the Rebolusyonaryong Partidong Manggagawang Pilipinas/Revolutionary Proletarian Army/Alex Boncayao Brigade-Tabara Paduano Group (RPM-P/RPA/ABB-TPG) as part of the Closure Agreement.</p>	February-March

STEP	ACTIVITY	RESPONSIBLE UNIT	DESCRIPTION	TIMELINE ⁴
			<p>Additionally, the identification, selection and prioritization shall be guided as well by the list of eligible and ineligible interventions as shown in Table 3 and the approved planning and programming parameters.</p> <p>The eligibility of proposed projects and completeness of project documents prior to submission of project packages to OPAPP through the PAMANA-NPMO must be ensured. At the minimum, the project proposals must contain the following information: Project Title, Location, Beneficiaries, Outputs, Primary Implementers, Supporting Agencies, Funding Requirement, Peace Significance, Project Components by Activities Timeline, Social Preparation, Operations and Maintenance and Sustainability Plans. As applicable, attachments must include the program of works, detailed engineering design, certification of road-right-of-way, deed of donation for projects requiring land acquisition and other pertinent clearances.</p> <p>Please see Table 3 for list of eligible and ineligible interventions under the PAMANA Program as of January 2017 and Annex A for the project proposal template.</p>	
5	Assessment of Implementation Modalities	PAMANA-NPMO	<p>✓ For projects with funds lodged under the OPAPP budget, OPAPP may tap national government agencies, local government units, the Engineering Brigades of the Armed Forces of the Philippines, civil society organizations (CSO), and multi-lateral mechanisms in the implementation of the PAMANA Program interventions through Memoranda of Agreement (MOA), as and when deemed necessary. The OPAPP may also serve as direct implementer. The selection process of implementing partners shall be guided by a set of parameters as shown in Table 5.</p>	March
6	Consolidation of Project Proposal Submissions	PAMANA-NPMO	<p>✓ Consolidation of project proposals submitted by the AMTs into one PAMANA Program Budget Proposal for submission to and consideration of the Department of Budget and Management (DBM) for projects with budgets proposed to be lodged under OPAPP and implementing partners.</p>	March
6.1	Technical Review, Vetting and Validation with Partners (LGUs, NGAs,	PAMANA-NPMO	<p>✓ Conduct of technical review and prioritization which shall take into account the (a) level of conflict-affectedness and conflict-vulnerability of target areas (e.g., conflict-affected areas, conflict-vulnerable areas, conflict-influenced areas, peace agreement areas), (b) areas with IP related concerns, (c) areas affected by human induced disasters, as well as (d) relevant socio-economic indicators (e.g., poverty incidence, access to basic services, weak</p>	March

STEP	ACTIVITY	RESPONSIBLE UNIT	DESCRIPTION	TIMELINE ⁴
	CSOs, traditional leaders), Prioritization and Budget Preparation		<p>governance, income class).</p> <p>Projects for inclusion in the PAMANA Program budget proposal must be deemed (a) technically and financially viable, (b) conflict-sensitive and peace-promoting, and (c) compliant to all documentary requirements such as but not limited to project proposals, program of works, detailed engineering designs, road right of way certifications, deeds of donation for projects requiring land acquisition and other pertinent clearances, as appropriate.</p> <ul style="list-style-type: none"> ✓ Coordination with project proponents should revisions be required to their project proposals for compliance and re-submission to OPAPP through the PAMANA-NPMO for final review, recommendation and decision. ✓ Waiving or replacement of project shall not be allowed except for the following cases: (a) inability of the project proponent to submit its project proposal by 31st of January for a given year; (b) project is deemed not viable during appraisal; (c) project site is deemed unfeasible based on security assessment; (d) project is already funded by other sources; (e) project is located in a no-build zone. Additionally, there must also be no change in project cost, project type or classification as provided for in the GAA, and must be implemented within the same municipality. Replacement project must be sourced from the priority list generated from the area-based planning and programming and duly endorsed by all concerned parties including local mechanisms as appropriate. ✓ Other proposed projects for implementation in conflict-affected and conflict-vulnerable areas may be considered under the PAMANA Program subject to technical review results, to wit: (a) proposed projects embodied in development and investment plans, (b) projects proposed through direct representations by individuals to OPAPP for funding support, and (c) unfunded proposed infrastructure projects due to budget ceiling limitations. ✓ Coordination with Regional Development Committees for Luzon, Visayas and Mindanao to synchronize planning and programming of inter-regional projects, as and when deemed necessary. The engagement of traditional leaders and other peace tables may also be 	

STEP	ACTIVITY	RESPONSIBLE UNIT	DESCRIPTION	TIMELINE ⁴
			sought. <ul style="list-style-type: none"> ✓ OPAPP reserves the right to cancel projects with disapproved proposals and return the funds to the National Treasury. 	
7	Compliance to Budget Approval Process Requirements	PAMANA-NPMO, PPU (Compliance), PAMU	<ul style="list-style-type: none"> ✓ Submission of PAMANA Program Budget Proposal to the DBM. ✓ Representation at budget review activities: (a) DBM Technical Budget Hearings for OPAPP and concerned implementing partner NGAs; (b) House of Representatives-led budget hearings (Sponsor, Committee on Appropriations, Plenary); and, (c) Senate-led budget hearings (Sponsor, Finance Committee, Plenary). ✓ Compliance to additional documentary requirements, if any. ✓ Monitoring of budget approval. 	April-November
8	Preparation of Memoranda of Agreement (MOA), Contracts and Other Requirements	PAMANA-NPMO	<ul style="list-style-type: none"> ✓ Processing of project proposal packages and work and financial plans for approval. ✓ Generation of Sangguniang Panlalawigan/Sangguniang Panglungsod/Sangguniang Bayan Resolutions authorizing Local Chief Executives to enter into a MOA with OPAPP or its implementing partners for projects to be implemented by LGUs. ✓ Approval of legal instruments for signing by the heads of office of contracting parties. 	Following budget approval
9	MOA and Contract Signing	PAMANA-NPMO with the AMT	<ul style="list-style-type: none"> ✓ Signing of legal instruments which shall be carried out through exchange of documents or a formal signing ceremony. These must be duly signed, dated and notarized. 	Following budget approval

B. Implementation Phase

23. The PAMANA Program activities under the Implementation Phase shall cover the (a) bidding and procurement process and (b) actual project implementation. These activities shall be undertaken by the PAMANA-NPMO in collaboration with the AMTs (Please see **Figure 2** and **Table 7**).

Figure 2. Project Implementation Process Flow

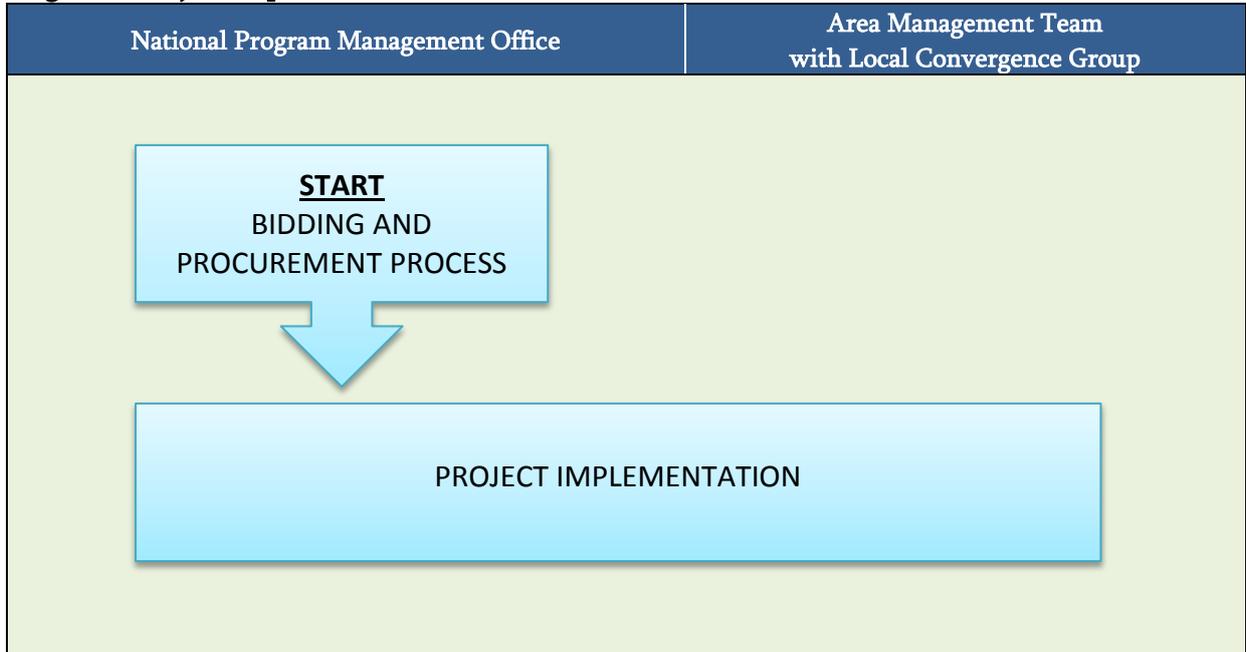


Table 7. Project Implementation Process Flow

STEP	ACTIVITY	RESPONSIBLE UNIT	DESCRIPTION	TIMELINE
1	Bidding and Procurement Process	PAMANA-NPMO	<ul style="list-style-type: none"> ✓ All bidding and procurement process activities of the PAMANA Program shall be guided by Republic Act No. 9184, otherwise known as the Government Procurement Reform Act, and its revised Implementing Rules and Regulations. ✓ Compliance to the following procurement timelines: <ol style="list-style-type: none"> 1. Advertising/Posting of Invitation to Bid (ITB) in PhilGEPS <ul style="list-style-type: none"> ✓ Posting of ITB in PhilGEPS, website of the Procuring Entity, and at any conspicuous place reserved for this purpose in the premises of the Procuring Entity for seven (7) calendar days ✓ Advertise at least once in one (1) newspaper of general nationwide circulation which has been regularly published for at least two (2) years before the date of issue of the advertisement. Provided, that the advertisement shall not be required for contracts to be bid with an ABC of PhP10 million and below for the procurement of Goods, PhP15 million and below for the procurement of Infrastructure Projects, and PhP5 million and below for the procurement of Consulting Services. 2. Issuance of Bidding Documents <ul style="list-style-type: none"> ✓ Issuance of Bidding Documents must start from 1st day of Advertisement and Posting, until the deadline for the submission and receipt of Bids. 3. Pre-Bid Conference <ul style="list-style-type: none"> ✓ For contracts with ABC of PhP1 million and above, the Bids and Awards Committee (BAC) shall convene at least one (1) pre-bid conference ✓ For contracts with ABC of below PhP1 million, pre-bid conference may be conducted at the discretion of the BAC ✓ Pre-Bid Conference shall be held at least (12) calendar days before the Bid Opening but not earlier than seven (7) calendar days from posting of the ITB or Bidding Documents and in the case of Consulting Services, from the determination of the shortlisted consultants. 4. Supplemental/Bid Opening <ul style="list-style-type: none"> ✓ The BAC issuance should at least be seven (7) calendar days before the deadline for the submission and receipt of Bids 	Following budget approval

STEP	ACTIVITY	RESPONSIBLE UNIT	DESCRIPTION	TIMELINE
			<p>5. Submission and Receipt of Bids ✓ Last day of availability of Bidding Documents</p> <p>6. Bid Evaluation ✓ Bid Evaluation for the procurement of goods and infrastructure projects shall be completed within seven (7) calendar days from the deadline for receipt of proposals</p> <p>7. Post Qualification ✓ The post-qualification process shall be completed in not more than twelve (12) calendar days from the determination of the Lowest Calculated Bid/Highest Calculated Bid ✓ In exceptional cases, post qualification period may be extended by the Head of Procuring Entity (HoPE), but in no case shall the aggregate period exceed forty-five (45) calendar days for goods and infrastructure projects.</p> <p>8. Approval of Resolution/Issuance of Notice of Award (NOA) ✓ Within a period not exceeding 15 calendar days from the determination by the BAC of the bidder with the Lowest Calculated Responsive Bid, Highest Calculated Responsive Bid, Single Calculated Responsive Bid, or Single Responsive Rated Bid, and the recommendation to award the contract, the HoPE or his duly authorized representative shall approve or disapprove the said recommendation</p> <p>9. Contract Preparation and Signing ✓ The winning bidder shall post the required Performance Security and enter into contract with the Procuring Entity within 10 calendar days from receipt by the winning bidder of the Notice of Award</p> <p>10. Approval of Contract by Higher Authority ✓ In cases when further approval of higher authority is required, the approving authority for the contract or his duly authorized representative shall be given a maximum of 20 calendar days from receipt thereof to approve or disapprove it</p> <p>11. Issuance of Notice to Proceed (NTP) ✓ The concerned Procuring Entity shall issue the NTP together with a copy or copies of the approved contract to the successful bidder within seven (7) calendar days from the date of approval of the contract by the appropriate government approving authority</p> <p>✓ In such cases when anomalous transactions are committed and confirmed, any of the following sanctions shall be applied: (a) disallowance and suspension of grant; (b)</p>	

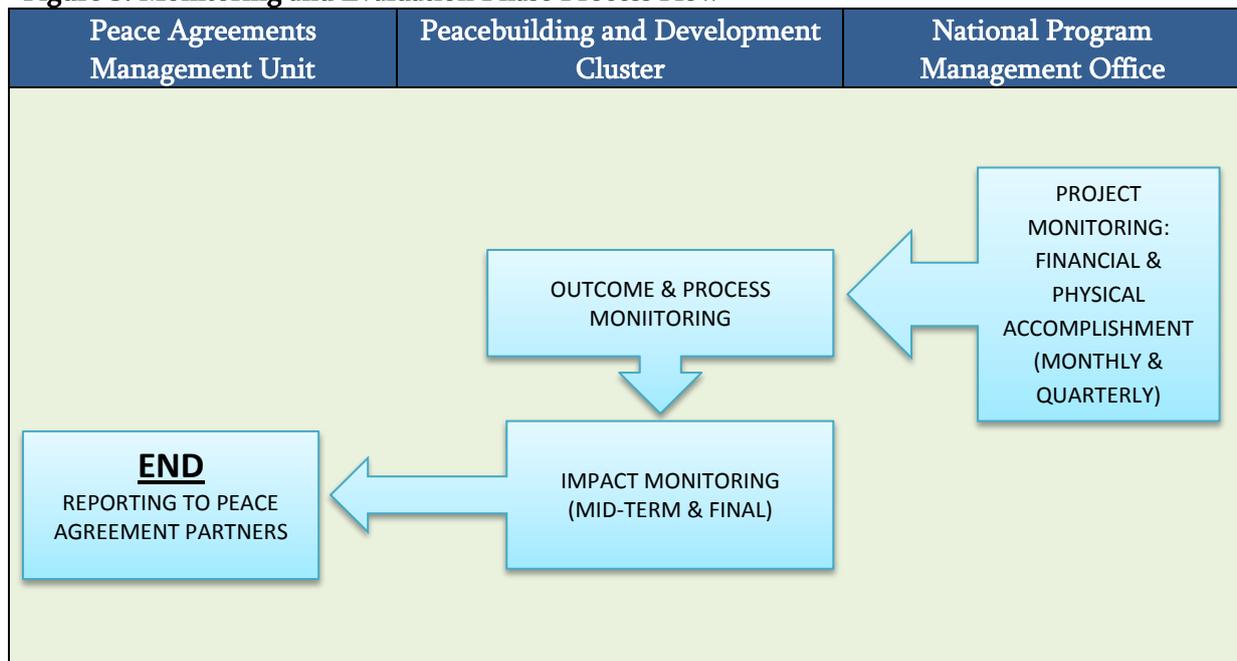
STEP	ACTIVITY	RESPONSIBLE UNIT	DESCRIPTION	TIMELINE
			<p>withdrawal of project; and, (c) legal case filing.</p> <ul style="list-style-type: none"> ✓ Documentation of procurement related activities and proper recording and filing of procurement related documents. ✓ Attendance of the PAMANA-NPMO, AMTs and assigned Third Party Monitors (TPM) if any to bid opening and other bidding-related activities at the local level. 	
2	Project Implementation	PAMANA NPMO, AMTs	<ul style="list-style-type: none"> ✓ Conduct of Social Preparation activities involving (a) capacity building on the conflict-sensitive and peace promoting (CSPP) for implementing partners to facilitate peace lens integration in project implementation and (b) program orientation for implementing partner and beneficiaries. An accompanying document to this Manual of Operations that will detail how CSPP is embedded in the project cycle and guide project implementation by implementing partners will be issued. ✓ Conduct of Pre-Construction Conference following acceptance of the NTP by the Contractor, as applicable ✓ All approved project proposals for implementation shall not be allowed for realignment. However, OPAPP reserves the right to effect the following actions: <ol style="list-style-type: none"> 1. <u>Project replacement</u> as and when the following condition is met: (a) project site is deemed unfeasible based on security assessment during the course of project implementation. Requests for realignment must be transmitted to the PAMANA-NPMO not later than the 30th day of June of the budget year. 2. <u>Project termination or cancellation</u> as and when the following conditions are met: (a) the partner implementing agency is non-compliant to prescribed processes, standards and requirements; (b) the partner implementing agency, having been duly notified, is unable to institute measures to resolve project implementation issues and improve performance; (c) occurrence of fraudulent practices; and (d) occurrence of force majeure, fortuitous events and the like making it improbable for the partner 	Following completion of the bidding and procurement process

STEP	ACTIVITY	RESPONSIBLE UNIT	DESCRIPTION	TIMELINE
			<p>implementing agency to carry out project implementation. For partially or fully terminated or cancelled projects due to the fault of the partner implementing agency and subject to COA findings, the implementing partner agency shall be required to return the spent or unspent amount and the unexpended balance of the released portion of the funds.</p> <p>3. <u>Suspension or withholding of the release of the Last Tranche</u> as and when the following conditions are met:</p> <p>(a) Occurrence of a substantial slippage brought about the unsatisfactory performance of the partner implementing agency/contractor. A penalty shall be deducted from the scheduled payment, for every month of delay in the submission of deliverables. The penalty shall be computed as 5% of the corresponding amount due from OPAPP for the specific output.</p> <p>(b) Occurrence of force majeure, fortuitous events and the like making it necessary for the Implementing Partner to suspend project implementation.</p> <p>The implementing partners shall seek approval from OPAPP through the PAMANA- NPMO for any variation to the approved Detailed Engineering Design through a Variation Order.</p> <p>The PAMANA-NPMO shall conduct final project monitoring prior to the Exit Conference upon completion of project implementation and issuance of final COA Inspection Report. The AMTs shall coordinate the conduct of exit conferences and final COA inspections.</p>	

C. Monitoring and Evaluation Phase

24. The PAMANA Program activities under the Monitoring and Evaluation Phase shall involve (a) conduct of monthly and quarterly physical and financial monitoring, (b) annual outcomes and process monitoring, (c) mid-term and final impact monitoring, and (d) reporting to the peace agreement partners. These set of activities shall be undertaken by the PAMANA-NPMO and the Peacebuilding and Development Cluster (PBDC) (Please see **Figure 3**).

Figure 3. Monitoring and Evaluation Phase Process Flow



25. A CSPP monitoring, evaluation, accountability and learning framework shall be adopted in line with the peace-building mandate of OPAPP. The implementation of the CSPP-MEAL framework for PAMANA is expected to contribute towards the identification of key policy and program recommendations in support of PAMANA as a major program under the Complementary Track.

26. Program monitoring and evaluation processes shall be undertaken across five (5) key CSPP-MEAL components⁷ (Please see **Table 8**).

⁷ Government of the Philippines-United Nations ACT for Peace Programme (2009). Managing Performance in Peacebuilding: Framework for Conflict-Sensitive Monitoring and Evaluation.

Table 8. CSPP-MEAL Components and Monitoring and Evaluation Arrangements for the PAMANA Program

CSPP-MEAL Component	Description	Responsibility	
		Implementing Partner	OPAPP
Context Monitoring	<ul style="list-style-type: none"> ✓ Monitoring of risks, challenges and opportunities relative to program implementation ✓ Analysis of how external factors, specifically the peace and conflict dynamics in an area, impact on PAMANA implementation ✓ Analysis of how PAMANA implementation contributed to changes in local peace and conflict dynamics 	<ul style="list-style-type: none"> ✓ Participate in regular context monitoring activities to be undertaken in collaboration with OPAPP and concerned local government units (LGUs), local technical working groups (TWGs) and local peace and order councils (PPOCs/RPOCs) 	<ul style="list-style-type: none"> ✓ Facilitate the conduct of capacity-building activities on PAMANA context monitoring for personnel from implementing partners ✓ Facilitate the conduct of regular context monitoring activities to be undertaken in collaboration with implementing partners and concerned local government units (LGUs), local technical working groups (PTWGs/RTWGs) and local peace and order councils (PPOC/RPOC) ✓ Facilitate the sharing of findings from context monitoring activities among PAMANA implementing agencies, units and other stakeholder groups
Outcomes Monitoring	<ul style="list-style-type: none"> ✓ Monitoring of immediate and medium-term development benefits and peace-building gains ✓ Tracking of changes in peace-building behavior and practices among program implementers, target communities and other stakeholders <p>Please see Annex E for the Outcome Monitoring Tool</p>	<ul style="list-style-type: none"> ✓ Undertake regular outcomes tracking activities, such as field visits and collection of change stories, every semester ✓ Submit results of outcome tracking activities to OPAPP NPMO copy furnished the PAMANA Area Focal Person/Manager along with monthly status reports and consolidated results of outcome tracking activities to OPAPP-NPMO along with quarterly project status updates every semester 	<ul style="list-style-type: none"> ✓ Facilitate the conduct of capacity-building activities on PAMANA outcomes tracking for personnel from implementing partners ✓ Participate in regular outcomes tracking activities, such as field visits and collection of change stories, every semester ✓ Facilitate the conduct of semestral inter-agency meetings to serve as venue for sharing of outcome stories among PAMANA implementing agencies and exchange of lessons from the conduct of outcome tracking activities

CSPP-MEAL Component	Description	Responsibility	
		Implementing Partner	OPAPP
		<ul style="list-style-type: none"> ✓ Participate in the conduct of regular inter-agency meetings to serve as venue for sharing of outcome stories among PAMANA implementing agencies and exchange of lessons from the conduct of outcome tracking activities 	<ul style="list-style-type: none"> ✓ Update the PAMANA Outcome Monitoring Information System based on the consolidation of inputs from PAMANA Partners
Implementation Monitoring	<ul style="list-style-type: none"> ✓ Monitoring and reporting of project physical and financial accomplishments ✓ Adherence to peace and social cohesion standards along different stages of the project cycle ✓ Monitoring of issues, concerns, recommendations and actions taken to improve project and program implementation <p>Please see Annex F for the Implementation Monitoring Tools</p>	<ul style="list-style-type: none"> ✓ Conduct of monthly monitoring of projects supported by the PAMANA Program Fund ✓ Submit monthly status reports to the PAMANA-NPMO copy furnished the PAMANA Area Focal Person/Manager five (5) days before the end of every month and quarterly project status updates on PAMANA implementation to PAMANA-NPMO every 20th of the last month of every quarter ✓ Ensure sex disaggregation of data on beneficiaries and other relevant indicators pursuant to Republic Act 9710 on the Magna Carta on Women. If possible, disaggregate data on beneficiaries and other relevant indicators by age and ethnicity ✓ Provide OPAPP PAMANA Area Focal/Manager as soon as available, required project documents relative to COA Circular 2009-001 and other prescribed project documents relative to 	<ul style="list-style-type: none"> ✓ Develop, maintain and enhance the PAMANA Information System and coordinate with partner agencies in its rollout or linking with existing information systems ✓ Review quarterly project status updates submitted by Implementing Partners to ensure completeness and accuracy of project information and status of management and resolution of implementation issues and challenges ✓ Review project documents submitted by Implementing Partners to ensure adherence to PAMANA implementation standards ✓ Undertake validation and alignment processes based on the findings from the review of quarterly project updates submitted by Implementing Partners ✓ Lead in the conduct of field monitoring activities and exit conferences focused on validating projects with implementation

CSPP-MEAL Component	Description	Responsibility	
		Implementing Partner	OPAPP
		<p>the CSPP-MEAL Framework</p> <ul style="list-style-type: none"> ✓ Provide clarifications and additional inputs in relation to discrepancies in project status updates during vetting and alignment processes ✓ Participate in the conduct of field monitoring activities and exit conferences focused on validating projects with implementation issues and challenges (e.g., project anomalies such as allegations of corruption, misuse of funds, substantial slippage in physical implementation, substandard and non-functional projects) ✓ Participate in semestral assessment and planning workshops to assess program implementation, surface issues and challenges, and identify policy and program recommendations to ensure timely and effective implementation of the program ✓ Document issues and challenges arising from program implementation and facilitate referral, tracking, problem-solving and/or resolution of these issues and challenges 	<p>issues and challenges (e.g., project anomalies such as allegations of corruption, misuse of funds, substantial slippage in physical implementation, substandard and non-functional projects, etc.)</p> <ul style="list-style-type: none"> ✓ Engage CSOs, non-government organizations, and people's organizations, through an appropriate agreement, to participate in the field validation process. Representatives from local government units and the security sector covering the projects for validation shall also be invited to participate in the process ✓ Document issues and challenges arising from program implementation and facilitate referral, tracking, problem-solving and/or resolution of these issues and challenges ✓ Participate and provide inputs in the semestral assessment and planning workshops in view of assessing program implementation, surfacing issues and challenges, and identifying policy and program recommendations to ensure timely and effective implementation of the program ✓ Prepare the validated quarterly status report on PAMANA status of physical

CSPP-MEAL Component	Description	Responsibility	
		Implementing Partner	OPAPP
			<p>implementation and fund utilization for submission to the Office of the President, the Department of Budget and Management, the House of Representatives Committee on Appropriations, the Senate Committee on Finance, and the different PAMANA implementing agencies</p> <ul style="list-style-type: none"> ✓ Facilitate the webposting of validated quarterly status reports in the official websites of OPAPP and PAMANA ✓ Review adherence to CSPP processes in project implementation during field visits and meetings/program reviews with implementing partners.
Transparency and Accountability Mechanisms	<ul style="list-style-type: none"> ✓ Mechanisms to enhance the capacity of government for effective delivery and responsiveness to citizen feedback through efficiency and quality in problem-solving and accountability in governance ✓ Mechanisms to provide non-violent and democratic spaces for citizens to constructively engage institutions in peace-building 	<ul style="list-style-type: none"> ✓ Utilize existing sources of citizen feedback and encourage constructive engagement of citizens in PAMANA implementation ✓ Establish and implement alert mechanisms to ensure timely resolution of issues that may arise before and during project implementation ✓ Enforce existing guidelines and protocols for responsiveness to citizen feedback ✓ Coordinate with OPAPP Area Focals/Managers in the implementation 	<ul style="list-style-type: none"> ✓ In consultation with different program stakeholders, lead in the formulation of framework, guidelines, tools and processes for transparency and accountability in PAMANA implementation ✓ Provide capacity development to PAMANA partners relative to transparency and accountability mechanisms in PAMANA ✓ Lead in the coordination among PAMANA Partners relative to the implementation of the PAMANA Feedback and Response System

CSPP-MEAL Component	Description	Responsibility	
		Implementing Partner	OPAPP
		<ul style="list-style-type: none"> of the PAMANA Feedback and Response System (PFRS) ✓ Coordinate with OPAPP Area Focals/Managers for participation in initiatives relative to Citizen-Led Monitoring (CLM) 	<ul style="list-style-type: none"> ✓ Lead in the coordination among PAMANA Partners relative to the conduct of CLM
Program Evaluation	<ul style="list-style-type: none"> ✓ Assessment of program results based on criteria of relevance, efficiency, effectiveness, convergence or coherence with other peace and development interventions, and sustainability ✓ Assessment of peace-building impacts such as how PAMANA contributed to addressing key conflict drivers and promoting peace-building structures and processes in the area 	<ul style="list-style-type: none"> ✓ In coordination with OPAPP, provide assistance to independent evaluators during the conduct of program review and evaluation initiatives, specifically in providing necessary program documents and supporting the conduct of field data collection ✓ Participate in program review and evaluation initiatives to be facilitated by OPAPP, such as reflection sessions and program review and evaluation workshops. 	<ul style="list-style-type: none"> ✓ In consultation with different program stakeholders, lead in the formulation of program evaluation design, framework and strategies ✓ Facilitate the contracting process for independent evaluators who will conduct program review and evaluation studies ✓ Coordinate and oversee the conduct of program review and evaluation initiatives ✓ Facilitate the sharing of results from program review and evaluation initiatives among PAMANA implementing agencies and other key program stakeholders ✓ Facilitate the identification of policy and program recommendations to support and sustain peacebuilding gains based on the results of program review and evaluation initiatives

IV. FINANCIAL MANAGEMENT

27. The PAMANA Program shall adhere to all applicable provisions of the COA Circular No. 94-103 dated 13 December 1994 providing for the Rules and Regulations in the Grant Utilization and Liquidation of Funds Transferred to Implementing Agencies. The PAMANA Program shall also adhere to all applicable provision of other pertinent COA Circulars and accounting rules and regulations.
28. Under the PAMANA Program, the implementing partners are expected to open a Special Trust Account exclusively intended for the management of the PAMANA Program funds. Recipient implementing partners shall in turn open its own Special Trust Account for the same purpose.
29. Fund releases from the implementing partners to recipient implementing partners shall be in tranches, subject to separate agreements with implementing partners. **Table 9** and **Table 10** show sample arrangements under existing joint implementation guidelines, and the standard/recommended conditions and documentary requirements for fund releases.

Table 9. Fund Releases for Infrastructure Projects

Tranche	Percentage	Condition	Documentary Requirement
1 st Tranche	80%	Upon MOA/Contract signing and full compliance to pre-implementation documentary requirements	<ul style="list-style-type: none"> ▪ Duly executed MOA ▪ Duly approved Project Proposal with social preparation, operations and maintenance, and sustainability plans ▪ Approved Work and Financial Plan ▪ Digital geo-tagged photos of proposed project site ▪ Program of Works ▪ Detailed Engineering Design ▪ Road Right of Way Certification ▪ Deed of Donation/Certificate of Land Availability/Usufruct Agreement, whichever is applicable ▪ Copy of endorsement of local bodies, as needed ▪ Clearances (e.g., ECG-Environmental Clearance Certificate from DENR, FPIC- Free Prior Information Consent from NCIP, MGB-Mines and Geoscience Bureau from DENR, PAMB-Protected Areas Management Bureau from DENR, Water Potability Test from DOST/DOH/PHO, CNC- Certificate of No Coverage from DENR) ▪ Notice of Award
2 nd Tranche	20%	Upon 100% physical and financial completion, submission of liquidation reports for the First Tranche, and full	<ul style="list-style-type: none"> ▪ Minutes of Exit Conference ▪ Certificate of Completion ▪ Certificate of Turnover ▪ Certificate of Acceptance ▪ Final COA Inspection Report

Tranche	Percentage	Condition	Documentary Requirement
		compliance to post-implementation requirements	<ul style="list-style-type: none"> ▪ Updated Operations and Maintenance and Sustainability Plans ▪ Digital geo-tagged photos of completed project ▪ Project/Community Billboard

Table 10. Fund Release for Non-Infrastructure Projects

Tranche	Percentage	Condition	Documentary Requirements
1 st Tranche	50%	Upon MOA/Contract signing and full compliance to pre-project implementation documentary requirements	<ul style="list-style-type: none"> ▪ Duly executed MOA ▪ Approved Project Proposal with social preparation, operations and maintenance, and sustainability plans ▪ Approved Work and Financial Plan ▪ Digital geo-tagged photos of proposed project site ▪ Program of Works ▪ Detailed Engineering Design ▪ Copy of endorsement of local bodies, as needed ▪ Clearances (e.g., FPIC-Free Prior Information Consent from NCIP) ▪ Notice of Award
2 nd Tranche	40%	Upon 70% physical and financial completion	<ul style="list-style-type: none"> ▪ Copy of duly executed service or supply contract between the implementing partner and contractor ▪ At least 70% liquidation of the funds released as indicated in the liquidation report ▪ At least 70% physical accomplishment as certified by the local chief executive and validated by OPAPP ▪ Digital geo-tagged photos of ongoing project
3 rd Tranche	10%	Upon 100% physical and financial completion, submission of liquidation reports for the 1 st and 2 nd Tranches, and full compliance to post-project implementation documentary requirements	<ul style="list-style-type: none"> ▪ Minutes of Exit Conference ▪ Certificate of Turnover ▪ Certificate of Acceptance ▪ Final COA Inspection Report ▪ Updated Operations and Maintenance Policy and Sustainability Plans ▪ Digital geo-tagged photos of completed project ▪ Project/Community billboard

30. Unexpended balance of releases shall be returned by the implementing partners to OPAPP for remittance to the National Treasury. In no case shall an implementing or collaborating partner use the Program Fund to cover unprogrammed expenditures. Such expenditures shall be borne by the implementing partner.

V. TRANSPARENCY AND ACCOUNTABILITY MECHANISMS

31. The OPAPP has identified five (5) Transparency and Accountability Mechanisms (TAM) for the PAMANA Program, namely: (a) PAMANA Feedback and Response System (PFRS); (b) Third Party Monitor/Citizen-Led Monitoring; (c) Project and community billboards; (d) webposting of project status reports; and, (e) performance-based fund releases (Please see **Table 11**). The PAMANA Program shall continue to adhere to these mechanisms.
32. The TAM aims to: (a) increase awareness and appreciation of the public on PAMANA; (b) open meaningful spaces for citizens towards constructive engagement on peacebuilding; (c) demonstrate the effectiveness and responsiveness of government by ensuring that feedback is addressed in a timely and effective manner; and, (d) improve peacebuilding interventions based on learning from citizen feedback.

Table 11. PAMANA Transparency and Accountability Mechanisms

Mechanism	Description
PAMANA Feedback and Response System (PFRS)	<p>The PFRS aims to enhance the voice of citizens in the implementation of the PAMANA Program by providing citizens opportunities to lodge their feedback on the peacebuilding interventions of the Government, and in turn used as bases for learning and inputs to policy and program enhancement recommendations to improve the practices and outcomes of peacebuilding interventions.</p> <p>The PFRS encompasses three (3) mechanisms, as follows:</p> <ol style="list-style-type: none"> a. Feedback Intake Mechanism where feedback raised from various sources are inputted into the Feedback and Response Information System, categorized, and referred to an action team; b. Feedback Management Mechanism where feedback are validated, action plans formulated, approved, disseminated and implemented by an action team; and, c. Feedback Alert and Tracking Mechanism where feedback are observed, assessed and followed-up based on standards on efficiency and quality. <p>Timelines shall depend on the requirements for data collection, data validation, action planning and resolution. Efficiency and quality standards are based on feedback categories such as appreciation, query, minor grievance, major grievance and urgent grievance.</p>
Third Party Monitoring (TPM) which taps Civil Society Organizations (CSO) and Citizen-Led Monitoring (CLM) which is a scale-up of the TPM system	<p>The TPM and CLM systems intend to mobilize meaningful citizen participation in peacebuilding within the frame of constructive engagement with CSOs acting as intermediaries, and enrich the learning experience of the Government from peacebuilding within the frame of social accountability by providing avenues conducive for the Government to listen to and reflect on the peacebuilding experiences of the citizens.</p> <p>The CLM in PAMANA will be guided by social accountability and conflict-sensitive and peace promoting (CSPP) principles as demonstrated in the following:</p> <ol style="list-style-type: none"> 1. Performance framework and measures for social accountability in conflict-affected and conflict-vulnerable areas;

Mechanism	Description
	<ol style="list-style-type: none"> 2. Guidelines and tools in the conduct of citizen-led monitoring for PAMANA; 3. Capacity development program for local CSOs and community volunteers; and, 4. Multi-sectoral network for continued learning, sustainability and mainstreaming of peacebuilding in governance.
Project and Community Billboards	<p>Community billboards are installed to inform the local public that the community-at-hand is a PAMANA Program community. Preparation of the community billboards shall follow the following process flow:</p> <ol style="list-style-type: none"> a. MLGU drafts the content and submits to the OPAPP or its partner agency. b. OPAPP or its partner agency returns the approved content and layout to the MLGU for printing. c. MLGU installs the community billboard and submits photo of the same with the date of installation to OPAPP or its partner agency. d. Community billboards are installed upon commencement of project implementation. e. MLGU maintains the community billboards for the duration of the PAMANA project. <p>Project billboards are installed to inform the local public that the project-at-hand is a PAMANA project. Preparation of the project billboards shall follow the following process flow:</p> <ol style="list-style-type: none"> a. The project proponent or implementing partner prepares the project billboard design and submits to OPAPP or its partner agency. b. OPAPP or its partner agency returns the approved content and layout and copy to the project proponent or implementing partner for printing. c. The project proponent or implementing partner installs the project billboard and submits photo of the same with the date of installation. d. Project billboards are installed upon commencement of project implementation. e. The concerned Barangay LGU maintains the project billboards, as arranged by the project proponent or implementing partner. <p>Please see Annex G for the Community and Project Billboards Template.</p>
Web Posting	<p>Web posting aims to increase the awareness and appreciation of the online public on the PAMANA Program. OPAPP and its partner implementing agencies have continued to maintain its PAMANA websites and set-up social media accounts on Facebook for this purpose.</p>
Performance-based fund releases	<p>Performance-based fund releases where program implementation complies with regular government accounting rules and regulations. PAMANA implementing guidelines of partner agencies also includes performance-based fund releases anchored on the prepared work and financial plan.</p>

VI. SECURITY MECHANISMS

1. The establishment of general standard operating procedures (SOP) on security coordination under the PAMANA Program aims to ensure safety of all concerned OPAPP officials and personnel in the exercise of their duties and responsibilities under the PAMANA Program. This SOP is limited only to the PAMANA Program, all concerned OPAPP officials and personnel and its field or ground activities. Thus, the following general protocols must be observed:
 - a. Security coordination shall, at all times, be done in writing by all concerned to the PAMANA-NPMO, as the center for security coordination at OPAPP for the PAMANA Program.
 - b. For regular activities such as but not limited to area-based planning and programming, site validation, field monitoring visits, written notice to the PAMANA-NPMO shall be made at least five (5) days prior to the actual activity to facilitate coordination with pertinent security mechanisms on the ground. Such written notice must be submitted with the detailed itinerary of travel or program of activities and information on the point/s of contact.
 - c. For all PAMANA-related activities in Mindanao, the PAMANA-NPMO shall coordinate with the GPH-MILF Peace process mechanism, particularly the Government's Coordinating Committee on the Cessation of Hostilities (CCCH), specifically in areas with presence of MILF. The CCCH shall likewise coordinate these activities with the concerned government security forces (AFP and PNP) and the Moro Islamic Liberation Front (MILF) field units through the MILF CCCH so that necessary security arrangements shall be provided to the PAMANA team. The CCCH may also be informed about similar activities in areas with MNLF presence so that necessary coordination with the Government security forces shall be undertaken.
 - d. For all PAMANA-related activities in other areas, the PAMANA-NPMO shall directly coordinate with concerned Government security forces.
 - e. Lateral coordination is also highly encouraged particularly in areas where OPAPP has field offices.
2. A separate memorandum shall be issued on the detailed guidelines on security protocols for OPAPP officials and personnel during official engagements and travels in PAMANA Program areas.

ANNEXES

**ANNEX A
PROJECT PROPOSAL TEMPLATE**

Project Title	
Location	What areas will benefit from the project?
Beneficiaries	Who or what sectors and how many will benefit?
Outputs	What products will be produced? Products, equipment, materials, infrastructures, services, policies, institutions and capacity building
Primary Implementers	Who will implement and fund the project?
Supporting Agencies	Who will help support and fund the project?
Funding Requirement	How much is needed to implement the project?
Significance of the Project	Why do we need the project? What conflict related concerns will it address? How will the project address these concerns?
Project Components	
Activities	Timeframe
What tasks will be done?	When will it be done?

Attachments, as applicable:

1. Program of Works
2. Detailed Engineering Design
3. Certification of Road-Right-of-Way
4. Deed of Donation for projects requiring land acquisition
5. Clearances from concerned government agencies
6. Social Preparation, Operations and Maintenance and Sustainability Plans

ANNEX B

SAMPLE MEMORANDUM OF AGREEMENT WITH NATIONAL GOVERNMENT AGENCIES/
INTERNATIONAL MULTILATERAL DEVELOPMENT MECHANISMS

MEMORANDUM OF AGREEMENT

KNOWN ALL MEN BY THESE PRESENTS:

This Memorandum of Agreement is entered into by and between:

The **OFFICE OF THE PRESIDENTIAL ADVISER ON THE PEACE PROCESS (OPAPP)**, a national agency existing under the laws of the Philippines, with office address at 7th Floor Agustin I Bldg., F. Ortigas Jr. Road, Ortigas Center, Pasig City herein represented by Secretary **JESUS G. DUREZA** hereinafter referred to as “**OPAPP**”;

-and-

The _____ with office address at _____, represented by _____, hereinafter referred to as “_____”;

-WITNESSETH-

WHEREAS, the OPAPP is mandated to oversee the comprehensive peace agenda of the government and to monitor the effectiveness of reforms that directly and indirectly address the root causes of armed conflict and oversee similar initiatives that are integral to the economic and social development of the country and promotes national unity, solidarity and progress among Filipinos;

WHEREAS, under Chapter 9 of the Philippine Development Plan for 2011-2016, the PAyapa at MAsaganang PamayaNAn (PAMANA) Program is the national government’s peace and development framework designed to respond and strengthen peace building, reconstruction and development in conflict-affected areas (CAA). Under its guiding principles, government will implement a converged peace building program focused on the development of conflict-affected areas to address the causes of armed conflict to bring back government in these communities and ensure that these communities feel the presence of government in their lives;

WHEREAS, The PAMANA Program aims to contribute to (1) improving socio-economic conditions in conflict-affected and conflict vulnerable areas as well as in areas covered by Peace Agreements through focused delivery of services; (2) enhancing capacities of national government agencies and local governments for pursuing conflict-sensitive, peace-promoting, and gender-sensitive approach to development; and, (3) empowering communities and strengthening their capacities to address issues of conflict and peace through activities that promote social cohesion;

WHEREAS, the PAMANA Program is affirmed to support the Six-Point Peace and Development Agenda of the Duterte Administration, particularly on the implementation of peace-promoting,

catch-up socio economic development in conflict-affected and conflict-vulnerable areas as well as on building a culture of peace and conflict-sensitivity;

WHEREAS, to facilitate the implementation of FY 2017 PAMANA projects, the **OPAPP** shall partner with the _____, which concomitant to its mandate, roles, powers and functions as articulated under _____, has control and supervision over the _____/provides the capability to/may implement _____;

NOW THEREFORE, in consideration of the above premises, the parties hereby agree on the following terms and conditions:

ARTICLE I COVERAGE

Section 1. This **AGREEMENT** shall cover a total of _____ FY 2017 PAMANA projects for implementation in Regions _____ with a total project cost of _____ (Php_____). The detailed List of Projects is attached as **Annex A**.

{Depending on the number of projects, may also opt to specifically list down the projects as part of this section}

ARTICLE II INSTITUTIONAL ARRANGEMENT

Section 2.1 The **OPAPP** shall:

Financial Management

1. Release funds directly to the _____ for the implementation of PAMANA projects in CAAs, based on the Approved Work and Financial Plan submitted by the _____ for the identified projects for partnership;
2. Release of funds to the _____ in accordance with the Commission on Audit Circular (COA) No. 94-013 dated 13 December 1994;
3. Ensure submission by the _____ of reportorial requirements:
 - a. Physical and audited reports of disbursements in accordance with COA Circular No. 94-013 dated 13 December 1994;
 - b. Physical and audited Report of Check Issued (RCI) and the Report of Disbursement (RD) in accordance with COA Circular No. 94-013 dated 13 December 1994; and,
 - c. Liquidation report including accomplishment reports with corresponding photo documentation of the project implemented with funding support from the OPAPP within 30 days of completion of a project. No further budget/funding support for projects shall be provided until such reportorial requirements are completed except in extreme emergencies.

Procurement

4. Ensure that procurement of goods, works and services for the projects shall be in accordance with the provisions of the Procurement Law also known as Republic Act No. 9184 and its Implementing Rules and Regulations.

Project Management, Monitoring and Reporting

5. Assign and/or designate a Project Management Team (PMT) to closely monitor and coordinate the project implementation in coordination with the _____;
6. Undertake regular monitoring as basis for provision of technical assistance to the _____ relative to PAMANA project implementation;
7. Ensure the documentation and reporting of the physical and financial progress of project implementation using the reporting tools from the **OPAPP** (Attached as **Annex C** are the Reporting Templates);
8. Resolve issues and concerns that are directly reported to the **OPAPP** arising from the implementation of the projects covered by this **AGREEMENT** in consideration of the recommendation of the **OPAPP**;
9. Conduct with the _____ a Joint Implementation Review of projects covered by this **AGREEMENT** to determine the impact and outcome of the projects.
10. Make available and/or provide upon request necessary and relevant information and technical documents on all the projects that are determined and agreed upon as under collaboration of the Parties; and,
11. Issue a Certificate of Completion to _____ as and when project implementation under this **AGREEMENT** is completed to the satisfaction and full acceptance of the **OPAPP**.

Section 2.2 The _____ shall:

Financial Management

1. Submit the following documentary requirements to facilitate release of funds:
 - a. Approved Work and Financial Plan submitted by the _____ for the identified projects for partnership (Attached as **Annex A** is the List of Projects).
2. Open a bank account exclusively intended for the management of PAMANA funds released by the **OPAPP**;
3. Accept and issue Official Receipt for the funds transferred by the **OPAPP**;
4. Maintain a separate subsidiary record/ledger for fund transfers;

5. Use the funds released by the **OPAPP** solely for the implementation of the projects;
6. Keep and maintain Financial and Accounting records for the PAMANA funds in accordance with the generally accepted accounting and auditing principles;
7. Ensure proper disbursement of funds for the implementation of the projects, in accordance with COA rules and regulations;
8. Submit to the **OPAPP**:
 - a. Physical and audited reports of disbursements in accordance with COA Circular No. 94-013 dated 13 December 1994;
 - b. Physical and audited Report of Check Issued (RCI) and the Report of Disbursement (RD) in accordance with COA Circular No. 94-013 dated 13 December 1994; and,
 - c. Liquidation report including accomplishment reports with corresponding photo documentation of the project implemented with funding support from the OPAPP within 30 days of completion of a project. No further budget/funding support for projects shall be provided until such reportorial requirements are completed except in extreme emergencies.
9. Refund to the **OPAPP** any unused funds or savings generated after the project completion;
10. Acknowledges that the **OPAPP** has made no actual or implied promise of funding except as agreed herein. If any of the funds are returned to the **OPAPP** or if this **AGREEMENT** is rescinded, the _____ also acknowledges that the **OPAPP** shall have no further obligation to the former as a result of such return or rescission.
11. Make available all records and files to the **OPAPP** pertaining to transactions involving the PAMANA funds upon request for the COA Auditor;

Procurement

12. Handle the procurement of goods, works and services for the projects;
13. Ensure that the procurement of goods, works and services for the projects shall be in accordance with the provisions of the Procurement Law also known as Republic Act No. 9184 and its Implementing Rules and Regulations.

Project Management, Monitoring and Reporting

14. Ensure conduct of social preparation;
15. Assign and/or designate a PMT to closely administer the project implementation in coordination with the **OPAPP**;
16. Assign and/or designate focal person/s to serve as coordination contact point/s of **OPAPP**;

17. Implement and monitor the projects provided with funding support in accordance with existing and applicable mechanisms of the PAMANA Program (Attached as **Annex B** is the Implementation Guidelines);
18. Ensure the documentation and reporting of the physical and financial progress of project implementation using the reporting tools from the **OPAPP** (Attached as **Annex C** are the Reporting Templates);
19. Resolve issues and concerns that are directly reported to the **OPAPP** arising from the implementation of the projects covered by this **AGREEMENT** in consideration of the recommendation of the **OPAPP**;
20. Conduct with the **OPAPP** a Joint Implementation Review of projects covered by this **AGREEMENT** to determine the impact and outcome of the projects;
21. Make available and/or provide upon request necessary and relevant information and technical documents on all the projects that are determined and agreed upon as under collaboration of the Parties; and,
22. Partner with other local, national and international organizations/agencies, non-government organizations, civil society organizations and peoples organizations in the project implementation, as deemed necessary.

ARTICLE III TRANSPARENCY AND ACCOUNTABILITY

Section 3.1 The Parties agree that compliance with all the requirements of the law and existing rules and regulations shall be ensured.

Section 3.2 The Parties agree to employ the following PAMANA Transparency and Accountability Mechanisms (TAM), as applicable: (1) installation of community billboards; (2) engagement of CSOs/NGOs as Third Party Monitors; (3) web posting of progress reports; and, (4) adherence to performance-based fund releases.

Section 3.3 In cases where the Parties agree to enter into an agreement and engage the services of a CSO chosen by the Parties as Third Party Monitor to ensure the proper allocation and utilization of funds and the timely delivery of agreed outputs, the monitoring activities of the Third Party Monitor shall be in accordance with the OPAPP-approved TAM operational guidelines (Attached as **Annex D** is the TAM Operational Guidelines).

Section 3.4 The _____ reserves the right to impose other measures or processes that will also ensure the transparency of the projects and accountability of its concerned implementing Units, in accordance with the general principles of good governance.

Section 3.5 In cases where the Third Party Monitor has raised issues on the result of a bidding process this shall be resolved using the provisions stipulated under the Procurement Law also known as Republic Act No. 9184.

**ARTICLE IV
RESERVATION**

Section 4.1 The **OPAPP** may withhold further release of funds for any project implementation in the event that the _____ fails to submit any of the required documentation or liquidation reports, except in extreme emergencies such as during disasters and calamities beyond the capacity of the _____ to comply.

**Article V
ANTI-GRAFT AND CORRUPTION PRACTICES ACT**

Section 5.1 The Parties shall not in any way unduly benefit from this **AGREEMENT**, and shall at all times adhere to the Anti-Graft and Corruption Practices Act also known as Republic Act No. 3019, as amended.

**ARTICLE VI
EFFECTIVITY AND PERIOD OF AGREEMENT**

Section 6.1 This **AGREEMENT** shall take effect upon signing hereof by the Parties and shall remain valid and effective until 31 December _____, unless otherwise revoked earlier by both Parties.

**ARTICLE VII
AMENDMENT/REVISION**

Section 7.1 Any modification of this **AGREEMENT** shall be made with written authority of both Parties.

**ARTILCE VIII
SETTLEMENT OF DISPUTES**

Section 8.1 Any disagreement in the implementation of the plans and provisions of this **AGREEMENT** or any agreement related thereto shall be settled amicably between the Parties. In case of dispute, alternative modes of resolving the same through mediation, re-negotiation, dialogue or similar means may be resorted to.

Section 8.2 Any dispute concerning any question arising under this **AGREEMENT** which is not disposed of by agreement between the Parties shall be decided by **OPAPP**, which shall furnish _____ a written copy of the decision.

**ARTICLE IX
PENALTY CLAUSE**

Section 9.1 This **AGREEMENT** shall be implemented in accordance with the terms and conditions herein stipulated. Failure on the part of any Party to comply with any provision of this **AGREEMENT** shall warrant its revocation and shall give rise to the filing of appropriate administrative, civil and criminal case against the responsible party except in cases where:

- a. The concerned Party is able to promptly notify in writing of the occurrence of any event or condition which may reasonably delay the progress or prevent the completion of this **AGREEMENT**, in whole or in part, as soon as the facts became known. A penalty shall be deducted from the scheduled payment, for every month of delay in the submission of deliverables. The penalty shall be computed as 5% of the corresponding amount due from OPAPP for the specific output; and,
- b. The concerned Party is able to promptly notify in writing of the occurrence of any event of force majeure affecting this **AGREEMENT** to the extent that would make it impossible or impracticable to carry out, in whole or in part, its obligations in this **AGREEMENT**. The term “force majeure” shall mean events that can be attributed to causes specified hereunder:
 - i. Nature cause such as earthquake, typhoons, floods, and epidemics; and,
 - ii. Human causes such as revolutions, insurrections, blockages, riots, civil disturbance, court injunctions, strikes, and other analogous or similar causes.

The concerned Party as of the date of the notice shall be relieved from liability for its failure to carry out, in whole or in part, its obligations. In such an event, either Party may terminate this **AGREEMENT** by giving a receipt of notice of termination. The concerned Party shall take immediate steps to bring the work to a close in a prompt and orderly manner and shall refrain from incurring further expenditures in connection with OPAPP.

IN WITNESS WHEREOF, the parties hereto have signed this **MEMORANDUM OF AGREEMENT** on this ____ day of _____ 2011 in _____.

**OFFICE OF THE PRESIDENTIAL ADVISER ON {PARTNER AGENCY}
THE PEACE PROCESS**

BY:

BY:

WITNESSES:

WITNESSES:

MEMORANDUM OF AGREEMENT

KNOWN ALL MEN BY THESE PRESENTS:

This Memorandum of Agreement is entered into by and between:

The **OFFICE OF THE PRESIDENTIAL ADVISER ON THE PEACE PROCESS (OPAPP)**, a national agency existing under the laws of the Philippines, with office address at 7th Floor Agustin I Bldg., F. Ortigas Jr. Road, Ortigas Center, Pasig City herein represented by Secretary **JESUS G. DUREZA** hereinafter referred to as “**OPAPP**”;

-and-

The _____ with office address at _____, represented by _____, hereinafter referred to as “_____”;

-WITNESSETH-

WHEREAS, the OPAPP is mandated to oversee the comprehensive peace agenda of the government and to monitor the effectiveness of reforms that directly and indirectly address the root causes of armed conflict and oversee similar initiatives that are integral to the economic and social development of the country and promotes national unity, solidarity and progress among Filipinos;

WHEREAS, under Chapter 9 of the Philippine Development Plan for 2011-2016, the PAyapa at MAsaganang PamayaNAn (PAMANA) Program is the national government’s peace and development framework designed to respond and strengthen peace building, reconstruction and development in conflict-affected areas (CAA). Under its guiding principles, government will implement a converged peace building program focused on the development of conflict-affected areas to address the causes of armed conflict to bring back government in these communities and ensure that these communities feel the presence of government in their lives;

WHEREAS, The PAMANA Program aims to contribute to (1) improving socio-economic conditions in conflict-affected and conflict vulnerable areas as well as in areas covered by Peace Agreements through focused delivery of services; (2) enhancing capacities of national government agencies and local governments for pursuing conflict-sensitive, peace-promoting, and gender-sensitive approach to development; and, (3) empowering communities and strengthening their capacities to address issues of conflict and peace through activities that promote social cohesion;

WHEREAS, the PAMANA Program is affirmed to support the Six-Point Peace and Development Agenda of the Duterte Administration, particularly on the implementation of peace-promoting,

catch-up socio economic development in conflict-affected and conflict-vulnerable areas as well as on building a culture of peace and conflict-sensitivity;

WHEREAS, to facilitate the implementation of FY 2017 PAMANA projects, the **OPAPP** shall partner with the _____, which concomitant to its mandate, roles, powers and functions as articulated under _____, has control and supervision over the _____/provides the capability to/may implement _____;

NOW THEREFORE, in consideration of the above premises, the parties hereby agree on the following terms and conditions:

ARTICLE I COVERAGE

Section 1. This **AGREEMENT** shall cover a total of _____ FY 2017 PAMANA projects for implementation in Regions _____ with a total project cost of _____ (Php_____). The detailed List of Projects is attached as **Annex A**.

{Depending on the number of projects, may also opt to specifically list down the projects as part of this section}

ARTICLE II INSTITUTIONAL ARRANGEMENT

Section 2.1 The **OPAPP** shall:

Financial Management

23. Release funds directly to the _____ for the implementation of PAMANA projects in CAAs, based on the following:
 - a. Signed MOA between OPAPP and LGU;
 - b. Approved Project Proposal from LGU with Work and Financial Plan;
 - c. Copy of the Sanggunian Resolution Authorizing the Mayor to sign the MOA;
 - d. Certified Copy of the EO on the designation of the Focal Person;
 - e. Certification on the Opening of Special Account; and,
 - f. Legal instrument/s allowing use of the land or property for the project, as applicable.

24. Release of funds to the _____ in accordance with the Commission on Audit Circular (COA) No. 94-013 dated 13 December 1994;

25. Ensure submission by the _____ of reportorial requirements:
 - a. Progress Reporting: (i) Monthly Project Status Report with Statement of Work Accomplished showing physical accomplishment, duly signed by appropriate LGU staff and approved by LCE and verified by CSO partners; and (ii) Monthly

Statement of Receipts and Disbursement (SORD)/Statement of Expenditure (SOE) duly signed by the Treasurer/Accountant and the Auditor attesting to the release of funds; and,

- b. Project Completion: (i) Project Status Report with Statement of Work Accomplished showing 100% physical accomplishment, Certificate of Completion/Turn-over and Acceptance, if applicable, duly signed by appropriate LGU staff and approved by LCE and verified by the CSO partners; (ii) Statement of Receipts and Disbursement (SORD)/Statement of Expenditure (SOE) duly signed by the Treasurer/Accountant and the Auditor attesting to 100% release of funds; and, (iii) LGU shall submit Audit Inspection Report Operations and Sustainability Plan.

Procurement

26. Ensure that procurement of goods, works and services for the projects shall be in accordance with the provisions of the Procurement Law also known as Republic Act No. 9184 and its Implementing Rules and Regulations.

Project Management, Monitoring and Reporting

27. Assign and/or designate a Project Management Team (PMT) to closely monitor and coordinate the project implementation in coordination with the _____;
28. Undertake regular monitoring as basis for provision of technical assistance to the _____ relative to PAMANA project implementation;
29. Ensure the documentation and reporting of the physical and financial progress of project implementation using the reporting tools from the **OPAPP** (Attached as **Annex C** are the Reporting Templates);
30. Resolve issues and concerns that are directly reported to the **OPAPP** arising from the implementation of the projects covered by this **AGREEMENT** in consideration of the recommendation of the **OPAPP**;
31. Conduct with the _____ a Joint Implementation Review of projects covered by this **AGREEMENT** to determine the impact and outcome of the projects.
32. Make available and/or provide upon request necessary and relevant information and technical documents on all the projects that are determined and agreed upon as under collaboration of the Parties; and,
33. Issue a Certificate of Completion to _____ as and when project implementation under this **AGREEMENT** is completed to the satisfaction and full acceptance of the **OPAPP**.

Section 2.2 The _____ shall:

Financial Management

12. Submit the following documentary requirements to facilitate release of funds:
 - a. Signed MOA between OPAPP and LGU;
 - b. Approved Project Proposal from LGU with Work and Financial Plan;
 - c. Copy of the Sanggunian Resolution Authorizing the Mayor to sign the MOA;
 - d. Certified Copy of the EO on the designation of the Focal Person;
 - e. Certification on the Opening of Special Account; and,
 - f. Legal instrument/s allowing use of the land or property for the project, as applicable.
13. Open a bank account exclusively intended for the management of PAMANA funds released by the **OPAPP**;
14. Accept and issue Official Receipt for the funds transferred by the **OPAPP**;
15. Maintain a separate subsidiary record/ledger for fund transfers;
16. Use the funds released by the **OPAPP** solely for the implementation of the projects;
17. Keep and maintain Financial and Accounting records for the PAMANA funds in accordance with the generally accepted accounting and auditing principles;
18. Ensure proper disbursement of funds for the implementation of the projects, in accordance with COA rules and regulations;
19. Submit to the **OPAPP**:
 - a. Progress Reporting: (i) Monthly Project Status Report with Statement of Work Accomplished showing physical accomplishment, duly signed by appropriate LGU staff and approved by LCE and verified by CSO partners; and (ii) Monthly Statement of Receipts and Disbursement (SORD)/Statement of Expenditure (SOE) duly signed by the Treasurer/Accountant and the Auditor attesting to the release of funds;
 - b. Project Completion: (i) Project Status Report with Statement of Work Accomplished showing 100% physical accomplishment, Certificate of Completion/Turn-over and Acceptance, if applicable, duly signed by appropriate LGU staff and approved by LCE and verified by the CSO partners; (ii) Statement of Receipts and Disbursement (SORD)/Statement of Expenditure (SOE) duly signed by the Treasurer/Accountant and the Auditor attesting to 100% release of funds; and, (iii) LGU shall submit Audit Inspection Report Operations and Sustainability Plan.
20. Refund to the **OPAPP** any unused funds or savings generated after the project completion;
21. Acknowledges that the **OPAPP** has made no actual or implied promise of funding except as agreed herein. If any of the funds are returned to the **OPAPP** or if this **AGREEMENT** is

rescinded, the _____ also acknowledges that the **OPAPP** shall have no further obligation to the former as a result of such return or rescission.

22. Make available all records and files to the **OPAPP** pertaining to transactions involving the PAMANA funds upon request for the COA Auditor;

Procurement

34. Handle the procurement of goods, works and services for the projects;
35. Ensure that the procurement of goods, works and services for the projects shall be in accordance with the provisions of the Procurement Law also known as Republic Act No. 9184 and its Implementing Rules and Regulations.

Project Management, Monitoring and Reporting

36. Ensure conduct of social preparation;
37. Assign and/or designate a PMT to closely administer the project implementation in coordination with the **OPAPP**;
38. Assign and/or designate focal person/s to serve as coordination contact point/s of **OPAPP**;
39. Implement and monitor the projects provided with funding support in accordance with existing and applicable mechanisms of the PAMANA Program (Attached as **Annex B** is the Implementation Guidelines);
40. Ensure the documentation and reporting of the physical and financial progress of project implementation using the reporting tools from the **OPAPP** (Attached as **Annex C** are the Reporting Templates);
41. Resolve issues and concerns that are directly reported to the **OPAPP** arising from the implementation of the projects covered by this **AGREEMENT** in consideration of the recommendation of the **OPAPP**;
42. Conduct with the **OPAPP** a Joint Implementation Review of projects covered by this **AGREEMENT** to determine the impact and outcome of the projects;
43. Make available and/or provide upon request necessary and relevant information and technical documents on all the projects that are determined and agreed upon as under collaboration of the Parties; and,
44. Partner with other local, national and international organizations/agencies, non-government organizations, civil society organizations and peoples organizations in the project implementation, as deemed necessary.

**ARTICLE III
TRANSPARENCY AND ACCOUNTABILITY**

Section 3.1 The Parties agree that compliance with all the requirements of the law and existing rules and regulations shall be ensured.

Section 3.2 The Parties agree to employ the following PAMANA Transparency and Accountability Mechanisms (TAM), as applicable: (1) installation of community billboards; (2) engagement of CSOs/NGOs as Third Party Monitors; (3) web posting of progress reports; and, (4) adherence to performance-based fund releases.

Section 3.3 In cases where the Parties agree to enter into an agreement and engage the services of a CSO chosen by the Parties as Third Party Monitor to ensure the proper allocation and utilization of funds and the timely delivery of agreed outputs, the monitoring activities of the Third Party Monitor shall be in accordance with the OPAPP-approved TAM operational guidelines (Attached as **Annex D** is the TAM Operational Guidelines).

Section 3.4 The _____ reserves the right to impose other measures or processes that will also ensure the transparency of the projects and accountability of its concerned implementing Units, in accordance with the general principles of good governance.

Section 3.5 In cases where the Third Party Monitor has raised issues on the result of a bidding process this shall be resolved using the provisions stipulated under the Procurement Law also known as Republic Act No. 9184.

**ARTICLE IV
RESERVATION**

Section 4.1 The OPAPP may withhold further release of funds for any project implementation in the event that the _____ fails to submit any of the required documentation or liquidation reports, except in extreme emergencies such as during disasters and calamities beyond the capacity of the _____ to comply.

**Article V
ANTI-GRAFT AND CORRUPTION PRACTICES ACT**

Section 5.1 The Parties shall not in any way unduly benefit from this **AGREEMENT**, and shall at all times adhere to the Anti-Graft and Corruption Practices Act also known as Republic Act No. 3019, as amended.

**ARTICLE VI
EFFECTIVITY AND PERIOD OF AGREEMENT**

Section 6.1 This **AGREEMENT** shall take effect upon signing hereof by the Parties and shall remain valid and effective until 31 December _____, unless otherwise revoked earlier by both Parties.

**ARTICLE VII
AMENDMENT/REVISION**

Section 7.1 Any modification of this **AGREEMENT** shall be made with written authority of both Parties.

**ARTILCE VIII
SETTLEMENT OF DISPUTES**

Section 8.1 Any disagreement in the implementation of the plans and provisions of this **AGREEMENT** or any agreement related thereto shall be settled amicably between the Parties. In case of dispute, alternative modes of resolving the same through mediation, re-negotiation, dialogue or similar means may be resorted to.

Section 8.2 Any dispute concerning any question arising under this **AGREEMENT** which is not disposed of by agreement between the Parties shall be decided by OPAPP, which shall furnish _____ a written copy of the decision.

**ARTICLE IX
PENALTY CLAUSE**

Section 9.1 This **AGREEMENT** shall be implemented in accordance with the terms and conditions herein stipulated. Failure on the part of any Party to comply with any provision of this **AGREEMENT** shall warrant its revocation and shall give rise to the filing of appropriate administrative, civil and criminal case against the responsible party except in cases where:

- c. The concerned Party is able to promptly notify in writing of the occurrence of any event or condition which may reasonably delay the progress or prevent the completion of this **AGREEMENT**, in whole or in part, as soon as the facts became known. A penalty shall be deducted from the scheduled payment, for every month of delay in the submission of deliverables. The penalty shall be computed as 5% of the corresponding amount due from OPAPP for the specific output; and,
- d. The concerned Party is able to promptly notify in writing of the occurrence of any event of force majeure affecting this **AGREEMENT** to the extent that would make it impossible or impracticable to carry out, in whole or in part, its obligations in this **AGREEMENT**. The term “force majeure” shall mean events that can be attributed to causes specified hereunder:
 - iii. Nature cause such as earthquake, typhoons, floods, and epidemics; and,
 - iv. Human causes such as revolutions, insurrections, blockages, riots, civil disturbance, court injunctions, strikes, and other analogous or similar causes.

The concerned Party as of the date of the notice shall be relieved from liability for its failure to carry out, in whole or in part, its obligations. In such an event, either Party may terminate this **AGREEMENT** by giving a receipt of notice of termination. The concerned Party shall take immediate steps to bring the work to a close in a prompt and orderly manner and shall refrain from incurring further expenditures in connection with OPAPP.

IN WITNESS WHEREOF, the parties hereto have signed this MEMORANDUM OF AGREEMENT on this ____ day of _____ 2011 in _____.

OFFICE OF THE PRESIDENTIAL ADVISER ON {PARTNER AGENCY}
THE PEACE PROCESS

BY:

BY:

WITNESSES:

WITNESSES:

SAMPLE MEMORANDUM OF AGREEMENT WITH CIVIL SOCIETY ORGANIZATIONS

MEMORANDUM OF AGREEMENT

KNOWN ALL MEN BY THESE PRESENTS:

This Memorandum of Agreement is entered into by and between:

The **OFFICE OF THE PRESIDENTIAL ADVISER ON THE PEACE PROCESS (OPAPP)**, a national agency existing under the laws of the Philippines, with office address at 7th Floor Agustin I Bldg., F. Ortigas Jr. Road, Ortigas Center, Pasig City herein represented by Secretary **JESUS G. DUREZA** hereinafter referred to as “**OPAPP**”;

-and-

The _____ with office address at _____, represented by _____, hereinafter referred to as “_____”;

-WITNESSETH-

WHEREAS, the OPAPP is mandated to oversee the comprehensive peace agenda of the government and to monitor the effectiveness of reforms that directly and indirectly address the root causes of armed conflict and oversee similar initiatives that are integral to the economic and social development of the country and promotes national unity, solidarity and progress among Filipinos;

WHEREAS, under Chapter 9 of the Philippine Development Plan for 2011-2016, the PAyapa at MAsaganang PamayaNAn (PAMANA) Program is the national government’s peace and development framework designed to respond and strengthen peace building, reconstruction and development in conflict-affected areas (CAA). Under its guiding principles, government will implement a converged peace building program focused on the development of conflict-affected areas to address the causes of armed conflict to bring back government in these communities and ensure that these communities feel the presence of government in their lives;

WHEREAS, The PAMANA Program aims to contribute to (1) improving socio-economic conditions in conflict-affected and conflict vulnerable areas as well as in areas covered by Peace Agreements through focused delivery of services; (2) enhancing capacities of national government agencies and local governments for pursuing conflict-sensitive, peace-promoting, and gender-sensitive approach to development; and, (3) empowering communities and strengthening their capacities to address issues of conflict and peace through activities that promote social cohesion;

WHEREAS, the PAMANA Program is affirmed to support the Six-Point Peace and Development Agenda of the Duterte Administration, particularly on the implementation of peace-promoting, catch-up socio economic development in conflict-affected and conflict-vulnerable areas as well as on building a culture of peace and conflict-sensitivity;

WHEREAS, to facilitate the implementation of FY 2017 PAMANA projects, the **OPAPP** shall partner with the _____, which concomitant to its mandate, roles, powers and functions as articulated under _____, has control and supervision over the _____/provides the capability to/may implement _____;

NOW THEREFORE, in consideration of the above premises, the parties hereby agree on the following terms and conditions:

ARTICLE I COVERAGE

Section 1. This **AGREEMENT** shall cover a total of _____ FY 2017 PAMANA projects for implementation in Regions _____ with a total project cost of _____ (PhP_____). The detailed List of Projects is attached as **Annex A**.

{Depending on the number of projects, may also opt to specifically list down the projects as part of this section}

ARTICLE II INSTITUTIONAL ARRANGEMENT

Section 2.1 The **OPAPP** shall:

Financial Management

45. Release funds directly to the _____ for the implementation of PAMANA projects in CAAs, based on the following documents:
 - a. Certificate of registration with the Securities and Exchange Commission, and/or either the Cooperative Development Authority and the Department of Labor and Employment as the case may be;
 - b. Authenticated copy of the later Articles of Incorporation, or Articles of the Cooperation;
 - c. Financial reports, audited by an independent Certified Public Accountant, for the past three (3) years preceding the date of project implementation;
 - d. Disclosure of organization's other related businesses; and,
 - e. Sworn affidavit of the Secretary of the organization that none of its incorporators, organizers, directors or officials is an agent of or related by consanguinity or affinity up to the fourth degree to the officials of OPAPP authorized to process and/or approve the proposal, the MOA and the release of funds.

46. Release of funds to the _____ in accordance with the Commission on Audit Circular (COA) No. 94-013 dated 13 December 1994;

47. Ensure submission by the _____ of reportorial requirements:

- a. Physical Progress and Terminal Reports; and,
- b. Financial Progress and Terminal Reports,

Procurement

48. Ensure that procurement of goods, works and services for the projects shall be in accordance with the provisions of the Procurement Law also known as Republic Act No. 9184 and its Implementing Rules and Regulations.

Project Management, Monitoring and Reporting

49. Assign and/or designate a Project Management Team (PMT) to closely monitor and coordinate the project implementation in coordination with the _____;

50. Undertake regular monitoring as basis for provision of technical assistance to the _____ relative to PAMANA project implementation;

51. Ensure the documentation and reporting of the physical and financial progress of project implementation using the reporting tools from the **OPAPP** (Attached as **Annex C** are the Reporting Templates);

52. Resolve issues and concerns that are directly reported to the **OPAPP** arising from the implementation of the projects covered by this **AGREEMENT** in consideration of the recommendation of the **OPAPP**;

53. Conduct with the _____ a Joint Implementation Review of projects covered by this **AGREEMENT** to determine the impact and outcome of the projects.

54. Make available and/or provide upon request necessary and relevant information and technical documents on all the projects that are determined and agreed upon as under collaboration of the Parties; and,

55. Issue a Certificate of Completion to _____ as and when project implementation under this **AGREEMENT** is completed to the satisfaction and full acceptance of the **OPAPP**.

Section 2.2 The _____ shall:

Financial Management

23. Submit the following documentary requirements to facilitate release of funds:

- a. Certificate of registration with the Securities and Exchange Commission, and/or either the Cooperative Development Authority and the Department of Labor and Employment as the case may be;
 - b. Authenticated copy of the later Articles of Incorporation, or Articles of the Cooperation;
 - c. Financial reports, audited by an independent Certified Public Accountant, for the past three (3) years preceding the date of project implementation;
 - d. Disclosure of organization's other related businesses; and,
 - e. Sworn affidavit of the Secretary of the organization that none of its incorporators, organizers, directors or officials is an agent of or related by consanguinity or affinity up to the fourth degree to the officials of OPAPP authorized to process and/or approve the proposal, the MOA and the release of funds.
24. Open a bank account exclusively intended for the management of PAMANA funds released by the **OPAPP**;
 25. Accept and issue Official Receipt for the funds transferred by the **OPAPP**;
 26. Maintain a separate subsidiary record/ledger for fund transfers;
 27. Use the funds released by the **OPAPP** solely for the implementation of the projects;
 28. Keep and maintain Financial and Accounting records for the PAMANA funds in accordance with the generally accepted accounting and auditing principles;
 29. Ensure proper disbursement of funds for the implementation of the projects, in accordance with COA rules and regulations;
 30. Submit to the **OPAPP**:
 - a. Physical Progress and Terminal Reports; and,
 - b. Financial Progress and Terminal Reports.
 31. Refund to the **OPAPP** any unused funds or savings generated after the project completion;
 32. Acknowledges that the **OPAPP** has made no actual or implied promise of funding except as agreed herein. If any of the funds are returned to the **OPAPP** or if this **AGREEMENT** is rescinded, the _____ also acknowledges that the **OPAPP** shall have no further obligation to the former as a result of such return or rescission.
 33. Make available all records and files to the **OPAPP** pertaining to transactions involving the PAMANA funds upon request for the COA Auditor;

Procurement

56. Handle the procurement of goods, works and services for the projects;

57. Ensure that the procurement of goods, works and services for the projects shall be in accordance with the provisions of the Procurement Law also known as Republic Act No. 9184 and its Implementing Rules and Regulations.

Project Management, Monitoring and Reporting

58. Ensure conduct of social preparation;
59. Assign and/or designate a PMT to closely administer the project implementation in coordination with the **OPAPP**;
60. Assign and/or designate focal person/s to serve as coordination contact point/s of **OPAPP**;
61. Implement and monitor the projects provided with funding support in accordance with existing and applicable mechanisms of the PAMANA Program (Attached as **Annex B** is the Implementation Guidelines);
62. Ensure the documentation and reporting of the physical and financial progress of project implementation using the reporting tools from the **OPAPP** (Attached as **Annex C** are the Reporting Templates);
63. Resolve issues and concerns that are directly reported to the **OPAPP** arising from the implementation of the projects covered by this **AGREEMENT** in consideration of the recommendation of the **OPAPP**;
64. Conduct with the **OPAPP** a Joint Implementation Review of projects covered by this **AGREEMENT** to determine the impact and outcome of the projects;
65. Make available and/or provide upon request necessary and relevant information and technical documents on all the projects that are determined and agreed upon as under collaboration of the Parties; and,
66. Partner with other local, national and international organizations/agencies, non-government organizations, civil society organizations and peoples organizations in the project implementation, as deemed necessary.

ARTICLE III TRANSPARENCY AND ACCOUNTABILITY

Section 3.1 The Parties agree that compliance with all the requirements of the law and existing rules and regulations shall be ensured.

Section 3.2 The Parties agree to employ the following PAMANA Transparency and Accountability Mechanisms (TAM), as applicable: (1) installation of community billboards; (2) engagement of CSOs/NGOs as Third Party Monitors; (3) web posting of progress reports; and, (4) adherence to performance-based fund releases.

Section 3.3 In cases where the Parties agree to enter into an agreement and engage the services of a CSO chosen by the Parties as Third Party Monitor to ensure the proper allocation and

utilization of funds and the timely delivery of agreed outputs, the monitoring activities of the Third Party Monitor shall be in accordance with the OPAPP-approved TAM operational guidelines (Attached as **Annex D** is the TAM Operational Guidelines).

Section 3.4 The _____ reserves the right to impose other measures or processes that will also ensure the transparency of the projects and accountability of its concerned implementing Units, in accordance with the general principles of good governance.

Section 3.5 In cases where the Third Party Monitor has raised issues on the result of a bidding process this shall be resolved using the provisions stipulated under the Procurement Law also known as Republic Act No. 9184.

ARTICLE IV RESERVATION

Section 4.1 The OPAPP may withhold further release of funds for any project implementation in the event that the _____ fails to submit any of the required documentation or liquidation reports, except in extreme emergencies such as during disasters and calamities beyond the capacity of the _____ to comply.

Article V ANTI-GRAFT AND CORRUPTION PRACTICES ACT

Section 5.1 The Parties shall not in any way unduly benefit from this **AGREEMENT**, and shall at all times adhere to the Anti-Graft and Corruption Practices Act also known as Republic Act No. 3019, as amended.

ARTICLE VI EFFECTIVITY AND PERIOD OF AGREEMENT

Section 6.1 This **AGREEMENT** shall take effect upon signing hereof by the Parties and shall remain valid and effective until 31 December _____, unless otherwise revoked earlier by both Parties.

ARTICLE VII AMENDMENT/REVISION

Section 7.1 Any modification of this **AGREEMENT** shall be made with written authority of both Parties.

ARTILCE VIII SETTLEMENT OF DISPUTES

Section 8.1 Any disagreement in the implementation of the plans and provisions of this **AGREEMENT** or any agreement related thereto shall be settled amicably between the Parties. In case of dispute, alternative modes of resolving the same through mediation, re-negotiation, dialogue or similar means may be resorted to.

Section 8.2 Any dispute concerning any question arising under this **AGREEMENT** which is not disposed of by agreement between the Parties shall be decided by OPAPP, which shall furnish _____ a written copy of the decision.

**ARTICLE IX
PENALTY CLAUSE**

Section 9.1 This **AGREEMENT** shall be implemented in accordance with the terms and conditions herein stipulated. Failure on the part of any Party to comply with any provision of this **AGREEMENT** shall warrant its revocation and shall give rise to the filing of appropriate administrative, civil and criminal case against the responsible party except in cases where:

- e. The concerned Party is able to promptly notify in writing of the occurrence of any event or condition which may reasonably delay the progress or prevent the completion of this **AGREEMENT**, in whole or in part, as soon as the facts became known. A penalty shall be deducted from the scheduled payment, for every month of delay in the submission of deliverables. The penalty shall be computed as 5% of the corresponding amount due from OPAPP for the specific output; and,
- f. The concerned Party is able to promptly notify in writing of the occurrence of any event of force majeure affecting this **AGREEMENT** to the extent that would make it impossible or impracticable to carry out, in whole or in part, its obligations in this **AGREEMENT**. The term “force majeure” shall mean events that can be attributed to causes specified hereunder:
 - v. Nature cause such as earthquake, typhoons, floods, and epidemics; and,
 - vi. Human causes such as revolutions, insurrections, blockages, riots, civil disturbance, court injunctions, strikes, and other analogous or similar causes.

The concerned Party as of the date of the notice shall be relieved from liability for its failure to carry out, in whole or in part, its obligations. In such an event, either Party may terminate this **AGREEMENT** by giving a receipt of notice of termination. The concerned Party shall take immediate steps to bring the work to a close in a prompt and orderly manner and shall refrain from incurring further expenditures in connection with OPAPP.

IN WITNESS WHEREOF, the parties hereto have signed this **MEMORANDUM OF AGREEMENT** on this ____ day of _____ 2011 in _____.

**OFFICE OF THE PRESIDENTIAL ADVISER ON {PARTNER AGENCY}
THE PEACE PROCESS**

BY:

BY:

WITNESSES:

WITNESSES:

ANNEX E OUTCOME MONITORING TOOLS

PROCESSES FOR COLLECTION OF PAMANA CHANGE STORIES⁸

I. SELECTION OF PROJECTS AND/OR AREAS

1. Collection of PAMANA change stories shall be conducted for completed PAMANA projects and shall be undertaken on a semestral basis.
2. Selection of projects for story-collection should ensure coverage of different types of PAMANA interventions.
3. Collection of PAMANA change stories can be conducted by a single implementing agency or can be collaboratively undertaken by several agencies implementing PAMANA in a specific area (i.e., municipality or province).

II. SELECTION OF PARTICIPANTS

Participants in the collection of PAMANA change stories may include the following:

1. Members of communities, including marginalized and vulnerable groups such as women, indigenous peoples, children, elderly, among others, where PAMANA projects have been implemented;
2. Local government unit personnel involved in the implementation of PAMANA projects;
3. Regional line / national government agency personnel involved in the implementation of PAMANA projects; and,
4. Members of civil society organizations in areas where PAMANA projects have been implemented.

For proper triangulation in the collection and validation of data, representatives from multiple stakeholder groups should be invited to participate in the outcomes monitoring activity.

III. METHODOLOGY

Guidelines in Conducting Focus Group Discussions⁹

The focus group discussion is a way of collecting information by engaging a small number of people in an informal group discussion regarding a particular topic or set of issues. The role of the facilitator is to ask questions and moderate the discussion, ensuring that all participants are empowered to take part in the group discussion.

⁸ Davies, R. & Dart, J. (2005). The "Most Significant Change" (MSC) Technique: A Guide to Its Use. CARE International: United Kingdom.

Lennie, J. (2011). The Most Significant Change Technique: A Manual for M&E Staff and Others at Equal Access. Australia: Equal Access, Queensland University of Technology, The University of Adelaide, US Agency for International Development, Australian Research Council.

⁹ Wilkinson, S. (2008). Focus Groups. In J. A. Smith (Ed.), *Qualitative Psychology: A Practical Guide to Research Questions*. Sage Publications: London.

In designing a focus group discussion, it is important to be sensitive to certain variables that can negatively impact on the ability of participants to freely share their own stories, such as differences in social position (e.g., community members vis-à-vis LGU officials), language barriers, etc. These factors should be addressed before conducting the collection of significant change stories. As such, it is advisable to convene participants coming from the same group (i.e., community members, LGU officials, CSO members, and personnel from implementing agencies).

Ideally, six (6) – eight (8) participants can provide the necessary information without the discussion becoming unmanageable. Participants should have knowledge regarding the project and share common characteristics as beneficiaries or implementers of the project. Typically, the focus group discussion is audiotaped; in some instances, a documenter can record the responses of the participants as the discussion unfolds.

Guidelines in Conducting Key Informant Interviews¹⁰

An interview is a method of getting information from an individual or small group by engaging them in a conversation guided by a series of questions on the relevant subject matter. Although the topics covered in the interview remain the same across instances, the actual questions can vary according to the flow of the interview.

Key informants refer to people who are knowledgeable about the subject matter or those who have had first-hand experience regarding the topic of interest. In this case, key informants are the project implementers, who can be the project manager or an officer of the concerned implementing agency or local government unit, as well as members of communities where PAMANA projects have been implemented.

IV. INFORMED CONSENT, ANONYMITY, CONFIDENTIALITY, VOICE

1. Introduce the members of the monitoring team and provide an overview of the monitoring activity. Explain the objectives and methodology of the activity and how the information gathered from the activity will be used – for reporting, monitoring, and program learning.
2. Seek informed consent from the participants. Ask permission from the participants to record the group discussion / interviews. Ask participants whether they are willing to have their names indicated in the story. In addition, ask participants if they are willing to have their stories featured in different media channels.
3. Establish rapport before beginning the interview or the group discussion. Solicit questions from participants regarding the story-telling activity that will be conducted and offer clarifications to help them understand their role in the activity. Consider the need for engaging an interpreter outside the community if needed by the team.
4. Use open-ended questions rather than close-ended questions to help facilitate a deeper sharing of views and opinions. It is also possible to use visual aids to help guide the story-telling process.
5. Establish a safe space where participants can freely share their stories. Empower participants to share their stories. Avoid making value-laden statements that may influence how participants share their stories. In some cases, women may not speak out in a room filled predominantly by men given the existing cultural and/or religious background of their communities. A separate session may need to be undertaken with the women to elicit their views. Consider that in certain cultures, women may have to be granted permission by their male spouses or elders to participate in an activity.

¹⁰ Frankfort-Nachmias, C., & Nachmias, D. (1996). *Research Methods in the Social Sciences*, 5th Ed. London: St. Martin's Press, Inc.

6. Practice active listening. Ask probing questions to validate details of stories as told by participants. Record the stories as shared exactly by participants.
7. Before ending the story-telling session, it might be good to summarize key points from the stories to allow participants to validate your capture of the story.
8. At the end of the story-telling session, express gratitude to the participants for sharing their stories.

V. COLLECTION OF EVIDENCE

1. Collection of stories should be undertaken by a team, which can be composed of an interviewer/facilitator, a co-facilitator and a note-taker.
2. Focus the story gathering on surfacing the views of community members and not just barangay/local government unit officials or national government agency representatives.
3. It is important to document evidence in collecting change stories. This can be done through audio/video recording of focus group discussions and key informant interviews. Audio recording should be properly transcribed to serve as reference in processing and writing the change story. In taking down notes, significant quotes should be documented and reflected verbatim.
4. Enhance the reliability and validity of the stories by substantiating the changes that surface in the stories shared by different stakeholders. This entails asking for specific details regarding the changes reported by the stakeholders (who, what, when, where, how and why of the changes). Get as much details as feasible.
5. Photo documentation plays a vital role in capturing evidence for change stories. Capture photos of projects while being utilized by beneficiaries. Take photos of project sites and individuals or groups who participated in the story-gathering, including respondents. Label the pictures accordingly and if possible, provide a caption for each picture.

VI. DOMAINS OF CHANGE

1. Link the story-gathering with PAMANA outcomes and indicators. Highlight how the different outputs and outcomes interact with each other (e.g., how enhancements in transparency and accountability mechanisms led to enhanced capacities of LGUs to engage in peacebuilding; how project implementation led to enhanced capacities of communities to engage in peacebuilding).
2. Ideally, change stories should go beyond immediate project benefits and explore changes in views, attitudes, and behaviors of stakeholders in relation to conflict and peacebuilding as well as to overall conflict and peace context.
3. It is advisable to prioritize capturing testimonies and perspectives from beneficiaries and other local stakeholders.
4. Highlight changes resulting from convergence and complementation of interventions provided by different agencies.

The following tables can serve as guides in surfacing peacebuilding practices and outcomes in the implementation of PAMANA:

PAMANA Peacebuilding Practices

CSPP Principles	Examples
Inclusion and Participation	<ul style="list-style-type: none"> • Venues for participation and consensus-building among stakeholders (e.g., conduct of orientations and consultations) • Inclusion of vulnerable and marginalized sectors (e.g., women, indigenous peoples, children, former rebels, religious minorities) or the representation of their agenda in various processes • Active citizen engagement in the implementation process (e.g., participation in orientations, consultations and other activities in line with project implementation) • Venues for intergroup associations (e.g., across gender, ethnic, religious lines, etc.)
Transparency and Accountability	<ul style="list-style-type: none"> • Open avenues to share information on program objectives, processes and commitments to the public (e.g., methods for sharing information about PAMANA projects) • Channels for providing feedback from stakeholders on program implementation processes (e.g., mechanisms for lodging grievances and providing feedback) • Efficient and effective problem-solving on emerging issues and concerns raised in feedback mechanisms (e.g., multi-stakeholder approach in addressing issues and problems)
Grounding in Conflict and Peace Context	<ul style="list-style-type: none"> • Reflection on the peace and conflict context (e.g., regular conduct of conflict analysis, review of interventions vis-à-vis results of conflict analysis) • Customization of strategies and processes to fit special needs of communities, groups and individuals in conflict affected and vulnerable areas (e.g., how strategies and processes were adjusted to take into account conflict and peace context)

PAMANA Peacebuilding Outcomes

Outcomes	Examples
Improved socio-economic conditions in areas affected by and vulnerable to conflict	<ul style="list-style-type: none"> • Improved access to livelihood and employment among communities in areas affected by and vulnerable to armed conflict • Improved access to basic goods and services among communities in conflict-affected and conflict-vulnerable areas • Improved access to government programs among communities in conflict-affected and conflict-vulnerable areas • Changes in peace and security conditions in communities (e.g., occurrence of violent incidents, presence of armed groups)
Peacebuilding Agenda adopted and implemented by National Government Agencies (NGAs), Regional Line Agencies (RLAs) and Local Government Units (LGUs)	<p>NGA/RLA/LGU adoption of PAMANA framework in regular government interventions</p> <ul style="list-style-type: none"> • Policies (e.g., resolutions, memorandum circular, guidelines, operations manual) • Processes (e.g., transparency and accountability mechanisms, appreciation of conflict analysis in programming and implementation, conflict-sensitive monitoring and evaluation) • Programs (e.g., complementation of PAMANA interventions with other agency programs in CAAs/CVAs) <p>NGA/RLA/LGU adoption and implementation of local peace and development initiatives</p> <ul style="list-style-type: none"> • Policies (e.g., resolutions, agreements and ordinances addressing key conflict issues such as IP issues, human rights violations, mining, natural resource management, etc.) • Resource allocation (e.g., counterpart funds, sustainability mechanisms, etc.) • Activities (e.g., peace caravans, inter-faith dialogues, etc.)
Enhanced capacities of	<p>Social Cohesion</p> <ul style="list-style-type: none"> • Increased trust between and among members of communities

Outcomes	Examples
PAMANA communities to address conflict and engage in peace-building	<ul style="list-style-type: none"> • Heightened sense of belonging and acceptance of otherwise marginalized individuals, groups and sectors by other members of the community • Heightened respect for diversity among otherwise polarized individuals, groups and sectors within, between and among communities • Cooperation and volunteerism to contribute to the success of peace-building interventions • Sense of ownership among community members for peace-building interventions • Broadened spaces for communication and dialogue within, between and among members of communities • Increased participation among marginalized and vulnerable groups in governance and development activities (planning, implementation, monitoring and evaluation) <p>Healing and Reconciliation</p> <ul style="list-style-type: none"> • Acts of truth-telling, apology and transformation by individuals and groups who committed atrocities in the past • Acts of forgiveness and compassion by aggrieved individuals, groups and sectors for atrocities and grievances committed in the past <p>Community Resilience</p> <ul style="list-style-type: none"> • Enhanced consciousness and capacities of community members to pursue active non-violence in conflict management and resolution • Use of social/political processes, not violence, to deal with disputes • Community adoption and implementation of conflict-resolution initiatives (e.g., dispute resolution mechanism, dialogues) • Functional local mechanisms to address conflicts and/or conflict-causing issues in PAMANA communities
Other domains of peacebuilding gains	<ul style="list-style-type: none"> • Increased trust of citizens on the government • Increased trust of citizens in political, legal, security institutions • Increased protection of women and girls • Increased prevention of gender and sexual based violence

TEMPLATE FOR COLLECTION OF PAMANA CHANGE STORIES

A. DETAILS OF PAMANA PROJECT/S IN AREA

Project Title:		Project Code:
PAMANA Zone:	Project Implementer:	
Province:	Municipality/ies:	Barangay/s:
Date of Monitoring Visit:	Stakeholders involved in the Monitoring Visit:	
Focal Person:	Contact Details of Focal Person:	

<p>Project Description (per project) <i>(include history of project identification, project objectives, type of project)</i></p>	
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B. TEMPLATE FOR PARTICIPANT INFORMATION AND INFORMED CONSENT

Name of Participant	Sex	Age	Ethnicity	Address	Contact Information	Role in PAMANA implementation (community member, LGU personnel, NGA/RLA personnel)	Agree to Indicate Name in the Story (Yes or No)	Agree to Feature Story in Media Channels (print, television, web) (Yes or No)

GUIDE QUESTIONS FOR COLLECTION OF PAMANA CHANGE STORIES

I. Awareness, knowledge and perceptions about PAMANA prior to implementation

1. Please share with us how you first came to know about PAMANA.
2. What were your views or perceptions about PAMANA when you first came to know about the program?

a. Mapping changes in relation to PAMANA implementation

1. Please share with us the situation of your community before PAMANA was implemented in your community.
 - What were the main problems or issues in your community?
 - What other programs were being implemented to address these issues? Who implemented these programs?
 - Probe for community situation before PAMANA implementation in relation to the following aspects:
 - o Socio-economic conditions
 - o Security conditions
 - o Relationships among community members
 - o Relationships between community members and government institutions (e.g. local government units and other government agencies).
 - o Practices of different stakeholders (e.g. community members, local government units, etc.) in relation to governance and development processes
2. Please describe the situation of your community now. Are there significant changes that happened in your community in relation to the implementation of PAMANA in your locality? If yes, please describe these changes.
 - Probe for current community situation in relation to the following aspects (you may also refer to table on key outcomes):
 - o Socio-economic conditions
 - o Security conditions
 - o Relationships among community members
 - o Relationships between community members and government institutions (e.g. local government units and other government agencies).
 - o Practices of different stakeholders (e.g. community members, local government units, etc.) in relation to governance and development processes
 - Probe for significant changes per stakeholder (e.g., community, LGU, agency, etc.)
 - Probe also for possible negative changes that occurred in relation to the implementation of PAMANA in the locality.
3. How important are these changes to you as a person, as a community? Why are these changes significant to you as a person, as a community?
4. Did PAMANA contribute to these changes? If yes, how did PAMANA contribute to these changes? If no, what factors contributed to these changes?

b. Experiences in PAMANA implementation

1. How would you describe the processes through which PAMANA was implemented in your community?
 - Draw a timeline of the different processes in PAMANA implementation as narrated by the participants. Probe for the experiences of the participants in these processes. How would they describe their experience in participating in these processes

2. Which of these processes do you think contributed to the achievement of these identified changes? How did these processes contribute to the changes that happened in your community?
3. What were the good points that you observed during the implementation of PAMANA in your community? Of these, what should be continued or enhanced in order to ensure effective implementation of PAMANA?
4. What do you think makes PAMANA different from other programs of the government?
5. What do you think are areas for improvement in the implementation of PAMANA in your community? What should be changes or stopped in order to ensure effective implementation of PAMANA?

c. Visions of a peaceful community
1. How would you describe a peaceful community? What are the characteristics or elements of a peaceful community?
2. How near or far is your community to achieving this vision of a peaceful community? What is the role of PAMANA in your community's journey towards a peace and development? <ul style="list-style-type: none"> - Probe for PAMANA's contributions to the community's journey towards peace and development.
3. In your view, what are the things that still need to be undertaken to be able to achieve your vision of a peaceful community. How can different stakeholders (e.g. community members, local government units, etc.) contribute to your community's journey towards peace and development?
4. Are there any other things that you would like to raise in relation to PAMANA? Please feel free to share.

ANNEX F
IMPLEMENTATION MONITORING TOOLS

A. PAMANA PROJECT REPORTING DATA FIELDS

Data Fields	Definitions	Values
General Project Details		
Project Code	- Unique numerical codes assigned to projects	Numerical
PAMANA Zone	- The PAMANA geographical zone where the project is located	Text
Region	- The administrative region where the project is located	Text
Province	- The province where the project is located; in some cases, the project may cover more than one province	Text
Municipality	- The municipality where the project is located; in some cases, the project may cover more than one municipality	Text
Barangay	- The barangay where the project is located; in some cases, the project may cover more than one barangay	Text
Sitio	- The specific sitio where the project is located; in some cases, the project may cover more than one sitio	Text
Project Title	- The title of the project, as reflected in official project documents	Text
Project Description	- This includes objectives of the project, as well as benefits that will be derived from the project and how the project can contribute to peace and development in the area.	Text
Project Type	- General project categorization based on project characteristics; this is based on a pre-selected list of project categories for different PAMANA interventions	Text
Sub-Category	- Specific project categorization; project types as further disaggregated into specific sub-categories	Text
Project Implementation Details		
Implementing Partner (general)	- The agency that will undertake implementation of the project	Text
Mode of Implementation	- Project can be implemented by administration or by contract	Text
Name of Contractor	- The name of the contractor that will undertake implementation of the project	Text
Name of Partner Organizations (People's Organizations, Cooperatives)	- Name of other partner organizations, such as people's organizations or cooperatives, involved in the project implementation	Text
Target Duration	- The number of days it will take to complete the project, as stated in project documents	Numeric
Actual Duration	- The number of days it took to actually complete the project	Numeric
Target Start Date	- The date when the project is supposed to start, as stated in project documents	Date
Actual Start Date	- The date when the project was actually started	Date
Target End Date	- The date when the project is supposed to be completed, as stated in project documents	Date
Actual End Date	- The date when the project was actually completed	Date

Data Fields	Definitions	Values
Reasons for Delay (if applicable)	- Specific circumstances that caused delays in project implementation	Text
Project Implementation Milestones (Adherence to Conflict-Sensitive and Peace-Promoting Processes)	- Specific details for the following project activities (e.g., dates conducted, attendees and highlights from the activities) <ul style="list-style-type: none"> a. Pre-Implementation <ul style="list-style-type: none"> i. Municipal orientation ii. Community consultations iii. Groundbreaking b. Implementation <ul style="list-style-type: none"> i. Bidding and procurement processes ii. Construction, capacity-building or purchase activities c. Post-Implementation <ul style="list-style-type: none"> i. Exit conference ii. Inauguration and turn-over 	Text
Status of Implementation	- The current status / state of the project as of the latest reporting period; based pre-selected list of project implementation status for different PAMANA interventions	Text
Percentage of Accomplishment	- The actual physical accomplishment of the project as of the latest reporting period	Percentage
For Completed Projects, Description of Key Components of Sustainability/Operations and Maintenance Plan	- This includes specific details regarding the sustainability / operations and maintenance plan for the project; this includes the following: <ul style="list-style-type: none"> a. Mechanisms to ensure project sustainability b. Source of funds for project operations and maintenance 	Text
Fund Utilization Details		
Base Year	- The year when the project was funded	Numeric
Fund Source	- The source of funding for the project	Text
Allocation	- The approved allocation for the project	Currency
Actual Project Cost	- The actual cost to be incurred for the project	Currency
Amount of Counterpart Funds	- The amount of counterpart funds provided by partner organization, community or local government unit	Currency
Source of Counterpart Funds	- The source of counterpart funds; this can be a partner organization, a community or a local government unit	Text
Amount Obligated	- The total amount obligated for the project as of the latest reporting period	Currency
Amount Disbursed	- The total amount disbursed for the project as of the latest reporting period	Currency
Amount Liquidated	- The total amount liquidated for the project as of the latest reporting period	Currency
Balance for Release	- The remaining amount for release as of the latest reporting period	Currency
Project Indicators		
Total Number of Beneficiaries	- The total number of households / individuals that will benefit from the project	Numeric
Unit (households or individuals)	- The unit of measurement for the beneficiaries	Text

Data Fields	Definitions	Values
Number of Men Beneficiaries	- The number of men who will benefit from the project	Numeric
Number of Women Beneficiaries	- The number of women who will benefit from the project	Numeric
Number of Beneficiaries from Indigenous Peoples Groups	- The number of IP group members disaggregated by ethnicity who will benefit from the project	Numeric
Number of Beneficiaries aged 0-17 Years Old	- The number of people aged 0-17 years old that will benefit from the project	Numeric
Number of Beneficiaries aged 18-59 Years Old	- The number of people aged 18-59 years old that will benefit from the project	Numeric
Number of Beneficiaries aged 60 Years Old and Above	- The number of people aged 60 years old and above that will benefit from the project	Numeric
Total Number of Jobs Generated	- The number of people from the host community that are employed within the duration of a project	Numeric
Number of Men Employed	- The number of men from the host community that are employed within the duration of a project	Numeric
Number Women Employed	- The number of women from the host community that are employed within the duration of a project	Numeric
Total Number of Community Volunteers	- The total number of individuals who served as community volunteers for project implementation	Numeric
Number of Men Community Volunteers	- The total number of men who served as community volunteers for project implementation	Numeric
Number of Women Community Volunteers	- The total number of women who served as community volunteers for project implementation	Numeric
For Transportation Infrastructure Projects: Road / Bridge Length	- The length of road or bridge project in kilometer and linear meter, respectively, as stipulated in the original project design	Numeric
For Capacity-Building Projects: Number of Individuals Trained	- The total number of individuals who participated in the capacity-building activities	Numeric
For Social Protection Packages: Number of Individuals Served	- The total number of individual served through social protection packages; sex-disaggregated data and ethnicity-disaggregated data	Numeric
Other Project Indicators	- Other specific indicators applicable to the project; to be determined by project implementer (e.g., number of seedlings distributed, number of hectares surveyed and mapped, etc.)	Text
Unit for Identified Project Indicators	- The unit of measurement for a specific project indicator	Text
Value for Identified Project Indicators	- The value for the specific project indicator	Numeric
Transparency and Accountability Mechanisms		
Date of Billboard Installation	- The date when the project billboard was installed	Date
If Covered by Third-Party CSO Monitor, Name of TPM	- Name of third-party CSO monitor; to be filled up by OPAPP	Text

Data Fields	Definitions	Values
Global Positioning System (GPS) Coordinates	- The GPS coordinates specifying the exact location of the project	Alpha-Numeric
Implementation Issues and Concerns		
Implementation Issues and Concerns	- The issues and concerns raised in relation to project implementation	Text
Source of Information	- The source of information on implementation issues and concerns; this may be the name of a person, an organization or an agency	
Date of Lodging	- The date when the issue or concern was lodged	Date
Channel of Lodging	- The channel through which the issue or concern was lodged	Text
Actions Taken	- The specific actions that were taken to address the implementation issues and concerns	Text
Contact Person	- The name of the person who is in-charge of supervising the project implementation; this can be PAMANA focal persons in regional agencies or local government units	Text
Contact Details	- The office address, phone number or electronic mail address of the contact person	Text
Project Documents	<ul style="list-style-type: none"> - This refers to uploading of project documents as they are finalized and approved, such as the following: <ul style="list-style-type: none"> o Project proposal documents o Documentation of social preparation activities (attendance and minutes of consultation meetings) o Program of Works / Detailed Engineering Design / Engineering Reports (for infrastructure projects) o Documentation of social preparation activities <ul style="list-style-type: none"> ▪ Documentation of municipal orientation (including attendance sheets) ▪ Documentation of community consultations (including attendance sheets) o Bids and Awards Committee (BAC) documents (Minutes from bid evaluation meetings, Notice of Award, Notice to Proceed, etc.) o Original approved contract and revised contract, containing as well: <ul style="list-style-type: none"> ▪ Complete set of approved plans/ drawings ▪ Technical specifications ▪ Approved detailed breakdown of contract amount o Variation orders, containing approved revised plans/ drawings o Memorandum of Agreement with the Implementing Partner (could be between OPAPP and implementing national or local 	

Data Fields	Definitions	Values
	agency, OR between implementing partner NGA and LGU/contractor) <ul style="list-style-type: none"> ○ Work and Financial Plan ○ Financial documents (Record of Disbursements, Record of Checks Issued, etc.) ○ Approved change order/extra work order ○ Approved Statement of Work Accomplishment/ Progress reports/Project Accomplishment Report ○ Certificate of Completion and Certificate of Acceptance for projects with 100% accomplishment ○ As built-plans for completed projects 	
Photo Documentation	- This refers to uploading of pictures of the project at different stages of the project cycle (pre-implementation, implementation, post-implementation)	
Geotagging Data	- This refers to uploading of geo-tagging data	

B. PAMANA MONITORING REPORT TEMPLATE

General Project Details			
Project Code		Sitio	
PAMANA Zone		Project Title	
Region		Project Type	
Province		Sub-Category	
Municipality		Project Description	
Barangay			
Project Implementation Details			
Implementing Partner (general)		Name of Contractor	
Mode of Implementation		Name of Partner Organizations	
Target Duration		Actual Duration	
Target Start Date		Actual Start Date	
Target End Date		Actual End Date	
Reasons for Delay (if applicable)			
Project Implementation Milestones (please describe adherence to CSPP processes in project implementation)			
Status of Implementation		% Accomplishment	
For completed projects, please describe key components of sustainability/ operations and maintenance plan			
Fund Utilization Details			
Base Year		Source of Counterpart Funds	
Fund Source		Amount Obligated	
Allocation		Amount Disbursed	
Actual Project Cost		Amount Liquidated	
Amount of Counterpart Funds		Balance for Release	
Project Indicators			
Total Number of Beneficiaries		Number of Beneficiaries aged 18-59 Years Old	

Unit of Total Number of Beneficiaries (households or individuals)		Number of Beneficiaries aged 60 Years Old and Above	
Number of Men Beneficiaries		Total Number of Jobs Generated	
Number of Women Beneficiaries		Number of Men Employed	
Number of Beneficiaries from Indigenous Peoples Groups		Number Women Employed	
Number of Beneficiaries aged 0-17 Years Old		Total Number of Community Volunteers	
Transparency and Accountability Mechanisms			
Date of Billboard Installation			
If covered by Third-Party CSO Monitor, provide name			
Global Positioning System (GPS) Coordinates			
Implementation Issues and Concerns			
Implementation Issues and Concerns			
Source of Information			
Date of Lodging		Channel of Lodging	
Actions Taken			
Contact Person		Contact Details	
Check box for Project Documents Obtained and Reviewed During Conduct of Monitoring	<input type="checkbox"/> Project proposal documents <input type="checkbox"/> Documentation of social preparation activities (attendance and minutes of consultation meetings) <input type="checkbox"/> Program of Works/Detailed Engineering Design/Engineering Reports (for infrastructure projects) <input type="checkbox"/> Documentation of social preparation activities <ul style="list-style-type: none"> <input type="checkbox"/> Documentation of municipal orientation (including attendance sheets) <input type="checkbox"/> Documentation of community consultations (including attendance sheets) <input type="checkbox"/> Bids and Awards Committee (BAC) documents (Minutes from bid evaluation meetings, Notice of Award, Notice to Proceed, etc.) <input type="checkbox"/> Original approved contract and revised contract, containing as well: <ul style="list-style-type: none"> <input type="checkbox"/> Complete set of approved plans/ drawings <input type="checkbox"/> Technical specifications <input type="checkbox"/> Approved detailed breakdown of contract amount <input type="checkbox"/> Variation orders, containing approved revised plans/ drawings <input type="checkbox"/> Memorandum of Agreement with the Implementing Partner (could be between OPAPP and implementing national or local agency, OR between implementing partner NGA and LGU/contractor) <input type="checkbox"/> Work and Financial Plan <input type="checkbox"/> Financial documents (Record of Disbursements, Record of Checks Issued, etc.) <input type="checkbox"/> Approved change order / extra work order <input type="checkbox"/> Approved Statement of Work Accomplishment/ Progress reports / Project		

	<p>Accomplishment Report</p> <ul style="list-style-type: none"> <input type="checkbox"/> Certificate of Completion and Certificate of Acceptance for projects with 100% accomplishment <input type="checkbox"/> As built-plans for completed projects <input type="checkbox"/> Pictures of the project at different stages of the project cycle (pre-implementation, implementation, post-implementation) <input type="checkbox"/> Ocular Inspection Sheet
Geo-tagging Data	
Key Findings from Monitoring Visit	
<p>Please describe key findings from the monitoring visit. Key monitoring points include:</p> <ul style="list-style-type: none"> • Adherence to CSPP processes in project implementation • Effects on community beneficiaries and other project stakeholders • Sustainability of completed projects 	
Recommendations and Action Plan	
<p>Based on findings from the monitoring visit, identify specific recommendations and action points for OPAPP and other PAMANA stakeholders.</p>	
Photo Documentation	
<p>Please include photos of the project at the time of the monitoring visit.</p>	

C. PAMANA VALIDATION REPORT TEMPLATE

For validation on single projects:

Project Title:		Project Code:
PAMANA Zone:	Project Implementer:	
Province:	Municipality/ies:	Barangay/s:
Focal Person:	Contact Details of Focal Person:	

Use separate sheet/s if there are multiple projects.

Activities Conducted for Validation	Date/s Conducted	Stakeholders involved in the Validation (include name of CSOs and members):
<input type="checkbox"/> Review of project documents, such as project proposals, work and financial plan, progress reports, among others		
<input type="checkbox"/> Actual inspection of physical accomplishment of project		
<input type="checkbox"/> Collection and review of financial documents from implementing agencies		
<input type="checkbox"/> Interview with individual / community beneficiaries of the project		
<input type="checkbox"/> Interview with project implementers from field/regional offices		
<input type="checkbox"/> Problem-solving sessions		
<input type="checkbox"/> Others; specify _____		
List of Documents Gathered During Field Validation:		
Description of Issues and Concerns:		
Results of Problem-Solving Sessions/ Other Findings (<u>include sources of information</u>):		
Recommendations/ Next Steps:		

D. REQUIRED PROJECT DOCUMENTS AS PER COA CIRCULAR 2009-001 AND CSPP-MEAL GUIDELINES

Project Cycle Stage	Required by COA Circular 2009-001	Prescribed in the CSPP-MEAL Framework
Preparatory Stage		<ul style="list-style-type: none"> • Project proposal with: <ul style="list-style-type: none"> – Free and Prior Informed Consent (FPIC) – Environmental Compliance Certificate (ECC) – Gender analysis – Risk assessment/ management – Sustainability plan – Documentation of consultations
Bidding and Procurement	<ul style="list-style-type: none"> • Approved contract • Technical specifications (original/revised) • Breakdown of contract amount 	<ul style="list-style-type: none"> • Approved Budget for Contract • Criteria for eligibility • Abstract of bids • Documentation of BAC meetings • Notice of Award • TOR/approved contract • Notice to Proceed
Project Implementation	<ul style="list-style-type: none"> • Approved plans/drawings (original/revised) • Change order or extra work order (if any) • Progress/ accomplishment reports • Certificate of completion/acceptance • As built-plans 	<ul style="list-style-type: none"> • POW and variation orders • Financial plans and reports • Progress/accomplishment reports • Documentation of turn-over • Turn-over certificate • Operation/maintenance guidelines

ANNEX G PROJECT AND COMMUNITY BILLBOARD TEMPLATE

A. Community Billboards

Community billboards are installed to inform the local public that the community-at-hand is a PAMANA Program community.

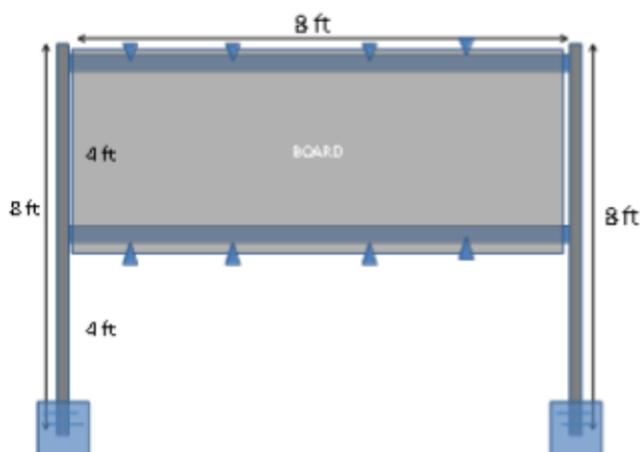
Layout:



Contents:

1. Brief description of the PAMANA Program intervention in the community
2. Brief profile of the Local Government (income class, source of income)
3. Brief profile of the community (composition, source of livelihood)
4. Contact information: hotline, website
5. Logos of the Republic of the Philippines and Local Government Unit

Specifications:



Materials:

1. Reflectorized sticker, all-weather
2. Board – 8 feet x 4 feet, galvanized sheet
3. Posts – 2 pieces, 10 feet, 2 inches in diameter, galvanized pipe
4. Base – ½ sack cement, ¼ sand and gravel

B. Project Billboards

Project billboards are installed to inform the local public that the project-at-hand is a PAMANA project.

Layout:

PAMANA Project Title
Ayapa at Masaganang Pamayana A PAMANA Project of the People of _____.

Project ID:
Project Description:

FUND STATUS		
Date	Amount Released	Amount Disbursed

Location:
Implementation Period:
Project Cost:
Proponent:
Contact Information:

For information call: PAMANA hotline:

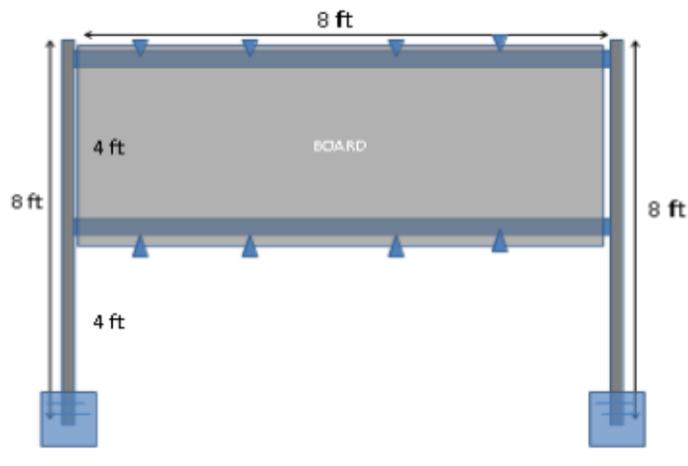
Contents:

1. Project ID (c/o OPAPP)
2. Project Title
3. Project Description (write-up)
4. Location (indicate Barangay, Municipality, Province as appropriate)
5. Date Started (MM/DD/YYYY)
6. Contract Completion Date (MM/DD/YYYY)
7. Contract Cost
8. Contractor (name of the contractor or indicate "By Administration" as appropriate)
9. Source of Fund
10. Proponent
11. Contact information
12. Logos of the Project Proponent/Implementing Partner and the PAMANA Partner Agency/Funding Agency
13. Fund status (indicate Date, Amount Released, Amount Disbursed to be updated monthly to reflect utilization of project funds)

The following items shall not be included in the billboards:

1. Name/names of local and national officials
2. Images of local and national officials
3. Culturally insensitive graphics or text

Specifications:



Materials:

1. Tarpaulin – 8 feet x 4 feet, full-color
2. Board – 8 feet x 4 feet, plywood
3. Posts – 2 pieces, 10 feet, 2 inches in diameter, galvanized pipe
4. Base – $\frac{1}{2}$ sack cement, $\frac{1}{4}$ sand and gravel