

2021



# Annual Accomplishment Report

THE PHILIPPINE PEACE PROCESS



# TABLE OF CONTENTS

|   |    |
|---|----|
| <b>Executive Summary</b> .....  | 3  |
| <b>Program 1: Meaningful implementation of the Comprehensive Agreement on the Bangsamoro (CAB) towards Healing and Reconciliation in the Bangsamoro</b> .....   | 6  |
| Political-Legislative Track .....   | 6  |
| Normalization Track .....   | 7  |
| <b>Program 2: Completion of the Remaining Commitments under the 1996 Final Peace Agreement (FPA) with the Moro National Liberation Front (MNLF)</b> .....   | 13 |
| Political Track .....   | 14 |
| Transformation Program .....  | 14 |
| <b>Program 3: Effective Implementation of the Whole-of-Nation Approach to Address Local Communists and other Armed Conflicts pursuant to Executive Order No. 70</b> .....   | 16 |
| <b>Program 4: Immediate Conclusion of the RPM-P/RPA/ABB Peace Process and CBA-CPLA Peace Process</b> .....  | 19 |
| Completion of the 2000 Peace Agreement with The Rebolusyonyong Partido Ng Manggagawa Ng Pilipinas/ Revolutionary Proletarian Army/ Alex Boncayao Brigade/Tabara-Paduanano Group/ Kapatiran (RPM-P/RPA/ABB-TPG/Kapatiran)..... | 19 |
| Peace Process with the Cordillera Bodong Administration - Cordillera People's Liberation Army (CBA-CPLA). .....   | 22 |
| <b>Program 5: Social Healing and Peacebuilding (SHAPE) Program</b> .....  | 27 |
| <b>Program 6: Implementation of Peace-Promoting Catch-up Socio-economic Development in Conflict-Affected and Conflict-Vulnerable Areas (The PAMANA Program)</b> .....   | 30 |
| <b>OPAPRU Performance, Systems and Business Processes Improved</b> .....  | 32 |



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## **FY 2021 ACCOMPLISHMENT REPORT**

(January – December 2021)

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### **EXECUTIVE SUMMARY**

#### **Program 1: Meaningful implementation of the Comprehensive Agreement on the Bangsamoro (CAB) towards Healing and Reconciliation in the Bangsamoro**

On the Political Track, the Implementing Panels continue to follow through on the progress of the Normalization Program and the Inter-Governmental Relations Body (IGRB). In particular, the Office of the Presidential Adviser on Peace, Reconciliation and Unity (OPAPRU) has been working for the setup and operationalization of governance mechanisms and structures that accompany the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) Government in its transition phase, especially as it is extended until 2025.

Under the Security Aspect of the Normalization Program for the Moro Islamic Liberation Front (MILF), a total of 24 JPSTs (composed of 778 JPST members) had been created after its members completed the JPST training; some 17 JPST teams (composed of 520 JPST members) of which had been deployed to mutually-agreed areas in the provinces of Maguindanao, Sultan Kudarat, Lanao del Norte, Lanao del Sur, North Cotabato, Zamboanga Sibugay and Basilan. The JPST deployed in Tipo-Tipo, Basilan marks the first JPST station in the Bangsamoro island provinces. The teams are mandated to work for the peace and security of targeted communities in the BARMM. On the other hand, a total of 15 Private Armed Groups (PAGs) that voluntarily surrendered had been disbanded; these groups were composed of 94 members with 86 firearms. On the management of small arms and light weapons (SALWs), a total of 263 firearms had been turned over in Basilan; 134 firearms turned over in Tawi-Tawi; and 173 firearms turned over in Maguindanao.

For the Socio-economic Component of Normalization, the Department of Social Welfare and Development (DSWD) disbursed a total of PhP 1.2 billion transitional cash assistance for 12,000 decommissioned combatants under second phase and PhP14.5 million catch-up assistance for 145 decommissioned combatants under the first phase. Other continuing socio-economic interventions provided by partner national government agencies for the decommissioned combatants and their families included skills training; livelihood and emergency employment; educational/study grants; alternative education; rehabilitation of irrigation systems; and construction of birthing facilities.

Complementary to the aforementioned components of the Normalization Program, OPAPRU has been pursuing and thus made significant progress in Confidence-building. These included the delivery of commitments under the Camps Transformation Program, the passage of the Amnesty legislation, the approval of the Transitional Justice and Reconciliation (TJR) Roadmap, and the establishment and operationalization of the Bangsamoro Normalization Trust Fund (BNTF).

## **Program 2: Completion of the Remaining Commitments under the 1996 Final Peace Agreement (FPA) with the Moro National Liberation Front (MNLF)**

A Transformation Program for the MNLF combatants, their families and communities, mirroring that of the MILF Normalization Program, will be implemented beginning with the profiling of MNLF combatants in Sulu. It intends to deter disgruntled MNLF combatants from joining the Abu Sayyaf Group and other violent extremist groups in Southern Philippines and avoid another “Zamboanga Seige” or “Marawi Siege”. The Transformation Program will focus on socio-economic development, security, confidence-building, and community healing & reconciliation. Preparatory activities had been undertaken to jumpstart the implementation of the initiatives for the MNLF transformation. Further, preparations are underway for the implementation of the Amnesty Program for MNLF members.

As part of the confidence-building interventions, health insurance under the OPAPP-PhilHealth Sponsored Program had been provided to a total of 806 beneficiaries in FY 2021 so that, from FY 2013 to FY 2021, a total of 11,692 individuals from MNLF communities had been insured. Further, humanitarian assistance had been provided to detained MNLF members.

## **Program 3: Effective Implementation of the Whole-of-Nation Approach to Address Local Communists and other Armed Conflicts pursuant to Executive Order No. 70**

The OPAPRU continues to support the PAPRU as the Cabinet Officer for Regional Development and Security (CORDS) for Region 3 and initiated and coordinated with the Regional Task Force (RTF) for Region 3 Joint Secretariat (DILG 3 and NEDA 3) and with RTF3 TWG which resulted in harmonized action and convergence efforts among regional agencies and LGUs, strengthened partnership of regional line agencies with their respective program beneficiaries; and helped in harnessing LGU leadership and involvement in implementing RTF3 planned activities.

On the mainstreaming of Localized Peace Engagements (LPE), as Co-Lead Agency of the LPE Cluster, OPAPRU had initiated mainstreaming efforts in three (3) phases in coordination with the DILG and LGUs: (1) orientation of 90 RTF-ELCAC and Provincial Task Force (PTF)-ELCAC on LPE guidelines and peacebuilding approaches; (2) crafting of 65 PTF Strategic LPE Action Plans; and, (3) conduct of 100 community consultations and problem-solving sessions (Track 1) and 24 local peace dialogues (Track 2).

As regards the conduct of Peacebuilding Initiatives in support of EO 70/Localized Peace Engagements, OPAPRU extended fund support to the Provincial Local Government of Davao del Norte for the establishment of a Peace Village and the provision of social healing and peacebuilding interventions for 125 Indigenous Peoples (IP) Families in Talaingod. These families were displaced by the armed conflict initiated by the New People’s Army (NPA).

## **Program 4: Immediate Conclusion of the GPH-RPM-P/RPA/ABB Peace Process & GPH-CBA-CPLA Peace Process**

For the GPH-RPMP/RPA/ABB Peace Process, the Joint Enforcement Monitoring Committee (JEMC) has been playing an important role in sustaining the convergent delivery of government commitments made under the Clarificatory Implementing Document (CID). It has been assisting OPAPRU in its peace and development efforts in RPA areas. These included the delivery of socio-economic reintegration interventions in cooperation partner government agencies such as the provision of Immediate Assistance and the implementation of Livelihood Settlement Grant (LSG) projects; livelihood assistance and emergency employment; health insurance; housing and community development; etc.

Similarly, the JEMC assists OPAPRU in its efforts for the government to fulfill its commitments under the GPH-CBA-CPLA Peace Process. For the Security Component of the CPLA Normalization, OPAPRU, together with AFP PDO and PNP PPDC, had conducted physical accounting of turned-in firearms to PROCOR prior to the ceremonial destruction of these firearms. On the other hand, socio-economic interventions in partnership with other government agencies, had been provided for the normalization of CPLA members, their families and next of kin. These included the material support for the CPLA members employed as Forest Guards; livelihood through the SIPAT Program; health insurance; and, educational assistance. Complementary to these were the Community Development Projects (CDP) as part of the confidence-building initiatives.

## **Program 5: Social Healing and Peacebuilding (SHAPE) Program**

OPAPRU pursues healing and reconciliation with Indigenous Peoples (IPs) and Indigenous Cultural Communities (ICCs). Peace Conversations had been undertaken in Agusan del Norte in support of the initiatives to secure a Certification of Ancestral Domain Title (CADT) for IPs/ICCs. Likewise, consultations had been held with IPs in Oriental Mindoro to facilitate healing and reconciliation in identified communities. Further, Social Healing and Reconciliation and Needs Assessment for IP Families had been conducted in Talaingod, Davao del Norte in order to facilitate the healing and reconciliation for the different families rescued from the Haran facility; it was attended by at least 300 IPs.

Through a multi-year National Action Plan on Youth, Peace and Security (NAPWPS), the youth, who face multiple vulnerabilities, are ensured to have an active role in the main action areas espoused by UNSCR, namely, participation, protection, prevention, partnerships, disengagement and reintegration. This shall also ensure that agencies are able to proactively allocate program interventions and harmonize efforts that will transform the youth to be proactive agents of peace. A series of consultations had been conducted for the formulation of the NAPWPS. On the other hand, in order to sustain the best practice of having women's presence in formal peace tables and in other informal spaces, efforts had been undertaken for the localization of the National Action Plan on Women, Peace and Security (NAP-WPS).

Other conducted peacebuilding interventions included the mainstreaming of Conflict-Sensitive and Peace Promoting Approaches with the Armed Forces of the Philippines; the implementation of the Human Fraternity Document in partnership with the Ateneo de Davao University; and, the provision of Preventing, Transforming Violent Extremism interventions in Tawi-Tawi and Marawi City.

## **Program 6: Implementation of peace-promoting catch-up socio-economic development in conflict-affected areas (PAYapa at MASaganang PamayaNAn Program)**

PAMANA programs and projects were designed to build the foundations for peace, establish resilient communities, and promote sub-regional development. For the most part, OPAPRU, through the PAMANA-National Program Management Unit, had been performing coordination and oversight functions in the implementation of peace and development programs and projects by partner implementing agencies. Funding for the implementation of these programs and projects may have been transferred from OPAPRU or directly released by the Department of Budget and Management (DBM) to these partner implementing agencies.

## **Enhancement of Internal Business Processes**

By virtue of Executive Order No. 158, s. 2021 entitled "Strengthening the Policy Framework on Peace, Reconciliation and Unity, and Reorganizing the Government's Administrative Structure for the Purpose," issued by President Rodrigo Roa Duterte on 27 December 2021, the Office of the Presidential Adviser on the Peace Process (OPAPP) was transformed into the Office of the Presidential Adviser on Peace, Reconciliation and Unity or OPAPRU.

With an expanded mandate, OPAPRU pushed for the institutionalization of good governance mechanisms to sustain its journey of internal transformation and the improvement of its business processes and systems. These included the operationalization of the Performance Governance System (PGS) with its complementary implementation mechanisms such as the Office for Strategy Management (OSM) and the Multi-Sector Governance Council (MSGC); development of Quality Management System Manual and QMS-ISO 2015:9001 Certification; operationalization of a functional Program and Budget Advisory Committee (PBAC), Bids and Awards Committee (BAC) and Digitized Monitoring Dashboard; and, the institutionalization of efficiency oriented internal processes such as Unit/Office of Primary Responsibility (UPR/OPR) and Complete Staff Work (CSW).

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# THE PHILIPPINE COMPREHENSIVE PEACE PROCESS

The ending of decades-long armed conflicts and the attainment of just and lasting peace and sustainable development are among the major commitments of the Duterte Administration. At the start of his term, President Rodrigo Roa Duterte laid down his administration's Six-Point Peace and Development Agenda – the Administration's enhanced strategy for change and the reaffirmation of its commitment towards laying the foundations for inclusive growth, a high-trust and resilient society, and winning peace.

The Six-Point Peace Agenda were then operationalized through the Agency's six (6) major Programs, namely: Program 1 – Meaningful implementation of the Comprehensive Agreement on the Bangsamoro (CAB) towards healing and reconciliation in the Bangsamoro; Program 2 – Complete the implementation of the remaining commitments under the 1996 GPH-MNLF Peace Agreement; Program 3 – Effective implementation of the Whole-of-Nation-Approach (WNA) to address local communist and other armed conflicts pursuant to Executive Order 70; Program 4 – Immediate Conclusion of the Peace Process with the RPM-P/RPA/ABB and CBA-CPLA; Program 5 – Social Healing and Peacebuilding; and, Program 6 – Payapa at Masaganang Pamayanan (PAMANA) Program.

As the programs for the transformation of former rebels into peaceful and productive individuals, and of the conflict-affected areas into peaceful, productive, and resilient communities are being pursued, the agency also endeavors to improve its internal operations by strengthening its internal business processes in order to better respond to the emerging needs of its clientele. On 27 December 2021, the President signed Executive Order No. 158, s. 2021 which provides for the strengthening of the policy framework on peace, reconciliation and unity, and the reorganization of the government's administrative structure to meet its new and expanded mandates. This has led to the transformation of the agency from the Office of the Presidential Adviser on the Peace Process into the Office of the Presidential Adviser on Peace, Reconciliation and Unity (OPAPRU), thereby expanding the agency's mandates to manage, direct, integrate and supervise, on behalf of the President, all aspects of the comprehensive peace process, including initiatives that promote and reinforce national reconciliation and unity.

This report presents the milestones, accomplishments, and status of the Philippine Comprehensive Peace Process for FY 2021 based on the strategies laid down in the Philippine Development Plan (PDP) 2017-2022 and guided by the Six-Point Peace and Development Agenda of the incumbent administration:

## **A. Program 1: Meaningful implementation of the Comprehensive Agreement on the Bangsamoro (CAB) towards Healing and Reconciliation in the Bangsamoro**

Following the signing of the CAB in 2014, the parties agreed to implement it according to a mutually approved Roadmap, which details the processes and deliverables by 2022 of the CAB's two (2) main thrusts: the Political-Legislative Track, and the Normalization Track.

The CAB and its Annexes are being implemented and monitored by the Government of the Philippines (GPH) and Moro Islamic Liberation Front (MILF) Implementing Panels. An exit document shall be signed by the Parties once all the terms and components under the signed agreements will have been fully complied with and fulfilled.

### **1. Political-Legislative Track**

The **Political-Legislative Track** includes the passage and ratification of the Bangsamoro Organic Law (BOL), the enabling statute that paved the way for the creation of the Bangsamoro political entity replacing the Autonomous Region in Muslim Mindanao (ARMM) with the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). With the establishment of the BARMM, OPAPRU has been working for the setup of governance mechanisms and structures that accompany the BARMM Government in its transition phase.

**a. Bangsamoro Transition Authority.** With the ratification of the BOL, the transition period from ARMM to BARMM had commenced and the 80-member MILF-led Bangsamoro Transition Authority (BTA) had been constituted. The BTA serves as the interim government

exercising governance functions in the Bangsamoro which is empowered to perform by the BOL during the transition period. In particular, the BTA shall prepare and create the necessary institutions and mechanisms for the regular operations of the Bangsamoro Government.

As the interim Bangsamoro Parliament, the BTA is mandated to enact the following priority legislations: Bangsamoro Administrative Code, Bangsamoro Revenue Code, Bangsamoro Electoral Code, Bangsamoro Local Government Code, Bangsamoro Education Code, Bangsamoro Civil Service Code, and Bangsamoro Law for Indigenous Peoples.

To date, three (3) priority legislations have been enacted by the Bangsamoro Parliament. These are the (1) Bangsamoro Administrative Code or Bangsamoro Autonomy Act (BAA) No. 13 passed on 28 October 2020; (2) Bangsamoro Civil Service Code or BAA No. 17 passed on 24 February 2021; and (3) Bangsamoro Education Code passed by the Bangsamoro Parliament on 18 May 2021.

Since its inaugural session, the BTA enacted 17 BAAs, which included the legislations for the adoption of its official flag<sup>1</sup>, official emblem<sup>2</sup>, and official hymn. Further, legislations had been passed for the creation of new offices in the BARMM, particularly the Bangsamoro Human Rights Commission (BHRC-BARMM), Bangsamoro Attorney-General's Office (BAGO-BARMM), Bangsamoro Women Commission (BWC-BARMM), Bangsamoro Youth Commission (BYC-BARMM), and Bangsamoro Sports Commission (BSC-BARMM).

**b. Intergovernmental Relations (IGR) Bodies.** The GPH and the MILF Peace Negotiating Panels included the principle of Intergovernmental Relations (IGR) in the Annex on Power Sharing under the CAB. It is intended to govern the asymmetrical relationship between the National Government and the Bangsamoro Government. Article IV of the BOL provides for the creation of the National Government-Bangsamoro Government Intergovernmental Relations Body (IGRB) and other IGR mechanisms such as the Philippine Congress-Bangsamoro Parliament Forum (PCBPF), Intergovernmental Fiscal Policy Board (IFPB), Joint Body for the Zones of Joint Cooperation (JBZJC), Intergovernmental Infrastructure Development Board (IIDB), Intergovernmental Energy Board (IEB), Bangsamoro Sustainable Development Board (BSDB), and Council of Leaders.

**c. Extension of the BARMM Transition Period from 2022 to 2025.** On 28 October 2021, Republic Act No. 11593, a reconciled version of the House and Senate bills for the extension of the transition period of the BARMM until 2025, was signed by President Rodrigo Roa Duterte. This resets the first regular election for the Bangsamoro Government to be synchronized with the 2025 national elections, amending Sec. 13, Art. XVI of the BOL. The extension will also provide time to fast track the implementation of the Normalization Program given the newly extended timeline.

**2. Normalization Track.** Normalization is a process whereby communities can achieve their desired quality of life, which includes the pursuit of sustainable livelihood and political participation within a peaceful deliberative society. Normalization aims to ensure human security in the Bangsamoro and to build a society that is committed to basic human rights where individuals are free from fear of violence or crime and where long-held traditions and values continue to be honored.

The **Normalization Track** runs alongside and complementary to the political-legislative work in the Bangsamoro. The Normalization Program under the CAB covers four (4) aspects: Security, Socio-economic Development, Confidence-building Measures, and Transitional Justice and Reconciliation.

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<sup>1</sup> BAA No. 1, "An Act Adopting the Official Flag of the Bangsamoro Autonomous Region in Muslim Mindanao", approved on 23 August 2019.

<sup>2</sup> BAA No. 2, "An Act Adopting the Official Emblem of the Bangsamoro Autonomous Region in Muslim Mindanao", approved on 29 August 2019.

On 24 April 2019, President Duterte issued Executive Order No. 79, s. 2019 which provided for the creation of an Inter-Cabinet Cluster Mechanism on Normalization (ICCMN) chaired by the Presidential Adviser on Peace, Reconciliation and Unity (PAPRU) and the Cabinet Secretary and mandated to coordinate and mobilize government agencies in the implementation of the Program for Normalization in the Bangsamoro.

**a. Security Aspect.** The security aspect of Normalization covers the deployment of the Joint Peace and Security Teams (JPSTs), decommissioning of MILF forces and weapons, disbandment of private armed groups, program for small arms and light weapons, redeployment of Armed Forces of the Philippines (AFP) troops from and within the Bangsamoro, policing, and the clearing of unexploded ordnances (UXOs) and landmines.

**i. Deployment of JPSTs.** The JPSTs serve as operating units tasked to work for the maintenance of peace and order and stability of areas mutually identified by the GPH and the MILF. These are composed of the contingents from the AFP, Philippine National Police (PNP), and Bangsamoro Islamic Armed Forces of the MILF (BIAF-MILF). A total of 24 teams or 778 JPST members have been created after undergoing training facilitated by the AFP and PNP. Of these 24 JPSTs, 17 teams or 520 JPST members have been deployed in the following mutually-agreed areas:

- Operations Center in Awang, Datu Odin Sinsuat, Maguindanao (2 teams);
- Assembly and Processing Area in Sultan Kudarat, Maguindanao (2 teams);
- Bago-inged, Pikit, Maguindanao (1 team);
- Secured Arms Storage Area in Camp Abubakar, Barira, Maguindanao (1 team);
- Brgy. Ganassi, North Upi, Maguindanao (1 team);
- Brgy. Gadungan, Talitay, Maguindanao (1 team);
- Elbebe, Columbio, Sultan Kudarat (1 team);
- Brgy. Cadapaan, Balindong, Lanao del Sur (1 team);
- Brgy. Kitango, Datu Saudi Ampatuan, Maguindanao (1 team);
- Brgy. Libutan, Mamasapano, Maguindanao (1 team);
- Brgy. Balongis, Pikit, North Cotobato (1 team);
- Brgy. Kabuntalan, Sultan Kudarat, Maguindanao (1 team);
- Brgy. Datu Tumanggong, Tungawan, Zamboanga Sibugay (1 team);
- Brgy. Panggao, Munai, Lanao Del Norte (1 Team); and
- Brgy. Poblacion, Tipo-Tipo, Basilan (1 team)

Since their activation, the JPSTs have been instrumental in supporting the Normalization Program, for example in supporting the Phase 3 decommissioning of MILF forces in the Assembly and Processing Areas (APA) and pre-APA, transportation of MILF combatants to APA, collection of MILF weapons to be decommissioned, provision of security assistance, and participation in “rido” settlement and various peacebuilding and awareness campaigns in their respective area of responsibility (AOR).

As of December 2021, a total of 369 BIAF-MILF contingents completed the Basic Military Training (BMT), and a total of 778 JPST members have undergone the JPST Peacekeeping Training consisting of 190 AFP, 216 PNP and 372 BIAF-MILF.

**ii. Decommissioning of MILF Forces and Weapons.** The MILF shall undertake a graduated program for decommissioning of its forces and their weapons so these are put beyond use. This process shall include activities aimed at achieving a smooth transition for the BIAF-MILF members to productive civilian life. A total of 40,000 combatants and 7,000 weapons are projected to undergo the decommissioning process.

On 08 November 2021, the GPH and MILF Implementing Panels officially launched the Third Phase of Decommissioning Process of 14,000 MILF combatants. The implementation of the decommissioning process, despite the pandemic, is a statement of the commitment of parties to attain peace in the Bangsamoro. The highlight of the



activity is the signing of the “Wall of Commitment” to symbolize the support and unity for the success of the program.

By December 2021, some 5,250 MILF combatants have been decommissioned under the first part of the third phase of the decommissioning process. This brought to a total 17,395 decommissioned MILF combatants from Phase 1 to partial Phase 3 decommissioning.

- iii. Disbandment of Private Armed Groups (DPAGS).** The GPH, in coordination with the MILF, conducted a corresponding assessment and devised a plan for the disbandment of private armed groups as part of the normalization process.

The implementing rules and operational guidelines of the National Task Force for the Disbandment of Private Armed Groups (NTF-DPAGs) based on Memorandum Circular No. 83, s. 2015 by the Office of the Executive Secretary was approved in February 2020. Some 15 private armed groups had already voluntarily surrendered under the program with 94 members and 86 firearms recovered.

- iv. Program for Small Arms and Light Weapons (SALWs).** Parallel to the decommissioning process, the Joint Normalization Committee (JNC) developed a framework on the reduction and management of small arms and light weapons (SALWs) of individuals and groups.

OPAPRU, through the JNC, partnered with the five (5) provinces in the BARMM in 2020 to craft community-based approaches in implementing the program on small arms and light weapons based on the JNC-developed framework. This resulted to the signing of Memoranda of Agreement (MOA) with the Provincial Local Government Units (PLGU) of Basilan, Lanao del Sur, Maguindanao, Sulu, and Tawi-Tawi. Subsequently, program implementation began in 2021.

To date, the PLGUs of Basilan, Maguindanao, and Tawi-Tawi have already launched and have ongoing implementation of their respective program on SALW with the following accomplishments:

- Basilan – 263 firearms turned in and 4,169 stenciled, financial assistance and socio-economic packages were also provided, as well as assistance in processing License to Own and Possess Firearms (LOTPF);
  - Tawi-Tawi – 134 loose firearms were turned in and disposed of during their launching on 22 August 2021, cash assistance and agricultural livelihood assistance were also provided; and
  - Maguindanao – 173 loose firearms were turned in during their launching on 13 July and 2021, livelihood assistance was also provided to the 17 individuals who turned in their firearms.
- v. Redeployment of AFP troops.** Based on the Annex on Normalization, the AFP shall redeploy its units and troops from or within the Bangsamoro, consistent with the progress in the other aspects of normalization.

In consonance with this provision, on 30 April 2021, the JNC-GPH met with AFP officials at the General Headquarters, Western Mindanao Command, 6th Infantry Division, and 11th Infantry Division as well as with PNP officials in Western Mindanao and BARMM to discuss the deliverables of the GPH in this component.

- vi. Policing.** The BOL provides that the PNP shall create a Police Regional Office (PRO) in the BARMM, to replace the PNP PRO ARMM. For this purpose, the National Police Commission (NAPOLCOM) issued a resolution approving the reorganization and renaming of the PNP PRO ARMM to the PNP PRO in the Bangsamoro Autonomous Region (BAR) on 24 September 2019.

The BOL also allows the entry of the members of the MILF and Moro National Liberation Front (MNLF) into the PNP. For their application, the NAPOLCOM may waive the age, height, and educational requirements within a period of five (5) years from the ratification of the BOL and that the educational attainment requirement shall be complied within 15 years from entry. Their ranks and grades shall be subject to existing laws, rules, and regulations governing the PNP. A Technical Working Group was constituted consisting of representatives from OPAPRU, DILG, NAPOLCOM, and PNP to draft the guidelines for the entry of MILF and MNLF members into the police force.

**vii. Dispute Resolution.** The program on dispute resolution aims to strengthen the human security in the Bangsamoro as envisioned in the CAB. OPAPRU partnered with Provincial Governments of Lanao del Sur and Maguindanao and the Municipal Government of Patikul, Sulu on the implementation of the dispute resolution program.

b. **Socio-economic Development.** As part of the normalization process, the GPH and the MILF agreed to intensify development efforts for the rehabilitation, reconstruction, and development of conflict-affected areas. Socio-economic programs will be instituted to address the needs of BIAF-MILF members, internally displaced persons, and poverty-stricken communities in the Bangsamoro. The Task Force for Decommissioned Combatants and their Communities (TFDCC) was created to pursue socio-economic development interventions for MILF decommissioned combatants and their communities, including the vulnerable sectors, with the aim of helping them transition to productive civilian life.

After actual decommissioning, the BIAF-MILF members earn the status of decommissioned combatants and they are entitled to socio-economic development packages programmed by the TFDCC. The enhanced socio-economic development program for them, their families and communities is based on in-depth profiling and needs assessment and multi-agency consultations and partnerships and is comprising of, but not limited to, social protection (i.e., cash assistance, health insurance, civil registration), educational assistance or skills training, livelihood or employment support, and community-based physical infrastructure (i.e., rural health units, irrigation, electrification).

During the second phase of decommissioning, the TFDCC, in partnership with the Department of Social Welfare and Development (DSWD), oversaw the provision of transitional cash assistance amounting to PhP 100,000.00 to each decommissioned combatant to cover their settling-in expenses for their transition to productive civilian lives. The decommissioned combatants also underwent social welfare intake profiling by the DSWD and received socio-economic identification cards for accessing government programs and services. In summary, a total of PhP 1.2 billion worth of transitional cash assistance for 12,000 decommissioned combatants under second phase and PhP14.5 million as catch-up assistance for 145 decommissioned combatants under the first phase had been provided.

The TFDCC, through OPAPRU, engaged national government agencies and the BARMM and sealed partnerships on the implementation of socio-economic development programs and services. From 2019 to 2021, OPAPRU partnered with the following agencies to implement the following interventions:

- 1) Department of Social Welfare and Development (DSWD) - for the delivery of transitional cash assistance for the decommissioned combatants upon actual decommissioning;
- 2) Technical Education Skills Development Authority (TESDA) - for the implementation of skills training for decommissioned combatants;
- 3) Department of Labor and Employment (DOLE) - for the implementation of integrated livelihood and emergency employment programs (such as the Tulong Panghanapbuhay sa Ating Disadvantaged/Displaced Workers or TUPAD Program) for decommissioned combatants, their families, and communities in the six (6) previously acknowledged MILF camps;

- 4) Commission on Higher Education (CHED) and BARMM Ministry of Basic, Higher, and Technical Education (MBHTE) - for the implementation of Higher Education in the Context of the BOL (HECBOL);
- 5) Department of Trade and Industry (DTI) - for the provision of livelihood to the communities of the decommissioned combatants through the Peaceful Return and Aggressive Inclusion Social Entrepreneurship (PRAISE) Program;
- 6) National Irrigation Administration (NIA) - for the rehabilitation of six (6) irrigation systems in the communities of the decommissioned combatants;
- 7) Department of Health (DOH) - for the construction of six (6) rural health units with birthing facilities in the communities of the decommissioned combatants; and,
- 8) BARMM MBHTE - for the implementation of Alternative Learning System and Study Grant Program for the decommissioned combatants or their next-of-kin.

These partnerships delivered the following accomplishments:

- A total of 5,975 beneficiaries from the decommissioned combatants and residents of the six (6) previously acknowledged MILF camps had availed of 30-day emergency employment through DOLE-TUPAD Program;
- A PhP 16.5 million Mechanized Solid Waste Segregation System Project under DTI-PRAISE Program was launched in Butig, Lanao del Sur to create employment and livelihood opportunities for out-of-school youth and decommissioned combatants;
- A total of 220 decommissioned combatants in North Cotabato had been registered to undertake the TESDA Qualification Trainings and 87 decommissioned combatants in Davao del Norte had undergone orientation and profiling; and,
- A total of 9,166 from the target 12,145 decommissioned combatants had undergone the reengagement process with the DSWD to develop a responsive program that addresses their needs and that of their communities.

To provide support to the decommissioned combatants on their transition towards peaceful and productive civilian lives during this time of the coronavirus disease 2019 (COVID-19) pandemic, the OPAPRU, through the TFDCC and in partnership with the United Nations Development Programme (UNDP), intends to distribute rice assistance for the 12,145 decommissioned combatants. The endeavor, which was supported through the Support to Peacebuilding and Normalization (SPAN) Programme, was able to provide rice assistance to 3,199 target decommissioned combatants, as of this report. OPAPRU and UNDP held a ceremonial turnover of PhP 16 million worth of rice assistance on 10 February 2021 in Camp Darapanan, Sultan Kudarat, Maguindanao.

### c. Confidence Building Measures

- i. **Camps Transformation Program.** As part of the confidence-building measures under the Annex on Normalization, the Parties agreed to undertake necessary measures for the transformation of the six (6) MILF camps acknowledged in 1999, to peaceful and productive communities. The Joint Task Forces on Camps Transformation (JTFCT) is tasked to assess the needs, plan appropriate programs, and undertake necessary measures for the transformation of these previously acknowledged MILF camps. This includes setting up of social and physical infrastructure and providing access to economic opportunities.

The JTFCT partnered with the Bangsamoro Planning and Development Authority (BPDA) to formulate the Camps Transformation Plan, which is an envisioned six-year plan (2021-2026) that will provide the overall process and direction for the transformation, and will serve as the roadmap to implement the needed interventions for the transformation of the six (6) previously acknowledged MILF camps. It comprises of eight (8) planning domains: spiritual development; cultural development; economic development; social development; environmental protection; community resilience; political participation and moral governance; and, security, peace, and order. These are priorities and desired initiatives that cut across all six (6) acknowledged camps. In 2021, the GPH-MILF Implementing Panels

approved the Camps Transformation Plan (CTP) and Camps Transformation Investment Program (CTIP), thus signaling the start of its implementation for 2022-2026.

Prior to the drafting and approval of the Camps Transformation Plan, the following undertakings had been implemented in the six (6) previously acknowledged MILF camps:

- Delivery, distribution, and installation of PhP 34 million worth of off-grid solar power system equivalent to 3,001 units for households and communal facilities;
- Validation of 14 small-scale infrastructures, which included solar-powered water systems, post-harvest facilities, hanging bridges, and community centers;
- Implementation of projects under the multi-donor grant facility Mindanao Trust Fund-Reconstruction and Development Program (MTF-RDP), which comprised of livelihood support, socio-economic infrastructure, educational grants, and capacity building activities; and,
- Conduct of exposure programs and capacity development activities for MILF camps and community leaders on agricultural technology, farming innovations, good governance and leadership as part of strengthening the capacities of people's organizations on project management and participatory area development through the SPAN Programme and in partnership with the Maguindanao Development Foundation, Inc. (MDFI).

- ii. Amnesty Program** – Under the Annex on Normalization, the GPH shall undertake immediate steps through amnesty, pardon, and other available processes towards the resolution of cases and persons charged with or convicted of crimes and offenses connected to the armed conflict in Mindanao.

On 5 February 2021, President Duterte issued Proclamation No. 1090 granting amnesty to MILF members who have committed crimes punishable under the Revised Penal Code and Special Penal Laws in furtherance of their political beliefs. The proclamation covers MILF members who committed crimes in pursuit of their political belief, except those who have already been proscribed or those charged under the Human Security Act of 2007 or the Anti-Terrorism Act of 2020; those who committed kidnap for ransom, massacre, rape, terrorism, and other crimes committed against chastity as defined in the Revised Penal Code; those who committed crimes for personal ends; those who violated the Comprehensive Dangerous Drugs Act of 2002; those who gravely violated the Geneva Convention of 1949; and those who committed crimes identified by the United Nations that can never be amnestied, such as genocide, crimes against humanity, war crimes, torture, enforced disappearances, and other gross violations of human rights.

Proclamation No. 1090, together with three (3) other presidential proclamations on amnesty for three (3) armed groups in the country, was submitted to the Congress of the Philippines for concurrence. On 16 March 2021, the Joint House Committees on Justice and on National Defense and Security held its first public hearing on the House concurrent resolutions on amnesty proclamations. On 24 March 2021, the two Committees approved the four (4) House concurrent resolutions, including House Concurrent Resolution No. 12 for Proclamation No. 1090, which was unanimously approved by both House committees.

Parallel to Proclamation No. 1090, President Duterte also promulgated Executive Order No. 125, s. 2021 that created the National Amnesty Commission, which is tasked with receiving and processing applications for amnesty and determining whether the applicants are entitled to amnesty under the Proclamation No. 1090 and three other proclamations on amnesty.

Further, safe conduct passes are also being issued to key MILF leaders to allow their uninterrupted participation in the Bangsamoro Transition Authority (BTA), the Bangsamoro Government, and in the GPH-MILF peace process mechanisms.

- iii. Transitional Justice and Reconciliation.** Under the Annex on Normalization, the Transitional Justice and Reconciliation Commission was mandated to undertake a study and to recommend to the Panels appropriate mechanisms to address the legitimate grievances of the Bangsamoro people, correct historical injustices, and address human rights violations and

marginalization through land dispossession, with the end-goal of achieving healing and reconciliation.

On 30 March 2021, the roadmap on transitional justice and reconciliation was approved by the ICCMN. The roadmap is comprised of the following components:

- Establishment of a national body or mechanism on transitional justice and reconciliation in the Bangsamoro as Track I;
- Measures on truth or history, justice and reparations, land-related issues, and guarantees of non-recurrence as Track II; and,
- Cross-cutting accompaniment to the roadmap, such as the integration of conflict sensitivity and peace promotion (CSPP) and gender and development (GAD) principles and practices in the initiatives of the implementing agencies, and the development and operationalization of an effective communications plan and monitoring, accountability, evaluation, and learning (MEAL) system.

The ICCMN-approved roadmap, which is a product of a series of workshops and meetings with the ICCMN Transitional Justice and Reconciliation Clusters and its four (4) working groups, will be submitted to the GPH and MILF Implementing Panels for review and approval.

The draft TJR roadmap formulated by the ICCMN TJR Cluster contains a set of milestones that are proposed to be accomplished by the GPH. It is currently pending for the approval of the GPH-MILF Peace Implementing Panels.

- iv. The Bangsamoro Normalization Trust Fund.** Based on the Annex on Normalization, there is a need to establish a Trust Fund to create an avenue for international donors and their partners to provide urgent support to the Bangsamoro. The Bangsamoro Normalization Trust Fund (BNTF) is a multi-donor trust fund envisioned by the GPH and the MILF in the Annex on Normalization under the CAB as a mechanism for the support, assistance, and pledges to the normalization process. Pursuant to the Guidelines for the Operationalization of the BNTF signed on 14 December 2017, the BNTF is expected to finance, coordinate, and oversee delivery of assistance from international partners and other donors in the implementation of the normalization process, particularly for rehabilitation, reconstruction, and development of Bangsamoro communities with special regard to decommissioned MILF combatants and vulnerable sectors.

On 19 March 2021, OPAPRU and World Bank, as the BNTF Fund Manager, entered into a Memorandum of Understanding for the establishment and operationalization of the BNTF. The signing was facilitated after the Special Authority from the President was issued on 3 December 2020. After which, the constitution and convening of the Oversight Body, Steering Committee, Secretariat, and other pertinent structures shall be conducted.

The BNTF was launched in May 2021 and the 1<sup>st</sup> meeting of the BNTF Steering Committee was convened on 15 October 2021. To date, priority projects to be funded under the BNTF have already been submitted and are being deliberated.

## **B. Program 2: Completion of the Remaining Commitments under the 1996 Final Peace Agreement (FPA) with the Moro National Liberation Front (MNLF)**

The peace process with the Moro National Liberation Front (MNLF) is a 46-year-old process, which commenced with the signing of the Tripoli Agreement in 1976 and the Final Peace Agreement (FPA) in 1996. These agreements have been serving as the main policy framework of the government in pursuing the implementation of individual- and community-level interventions intended to deliver the peace dividends in affected communities.

To complete the remaining commitments of the 1996 FPA and implement a Transformation Program for the MNLF Combatants, their families and communities, a GPH-MNLF Peace Roadmap for FY 2020-2025 was agreed upon by the Parties. It has two (2) tracks:

The **Political Track** will endeavor to establish the policies, structures and parameters for the implementation of the remaining commitments on the Bangsamoro Development Assistance Fund (BDAF) and the Tripartite Implementation Monitoring Committee (TIMC) as well as on the Transformation Program. These objectives are expected to be fulfilled by 2025 with the full implementation of the BDAF and TIMC and the submission of a joint report on the completion of all commitments to the 1996 Final Peace Agreement.

The **Transformation Track**, on the other hand, will be implemented to enable the transformation of MNLF combatants and communities into peaceful and productive units of society. It is parallel to the MILF Normalization Program and aims to support the over-all peace and development efforts in the Bangsamoro.

## 1. Political Track

The Government is currently engaging the two (2) factions of the MNLF, namely, the group under the leadership of the Founding Chairman Nur Misuari and the other headed by Chair Muslimin Sema (replacing the late Yusop Jikiri) to complete the remaining commitments to the 1996 FPA.

The remaining commitments relative to the (1) convergence of the 1996 Final Peace Agreement and the 2014 Comprehensive Agreement on the Bangsamoro (CAB) and the participation of the MNLF in the Transitional Government or Bangsamoro Transition Authority; and, the (2) resolution of the issue on co-management of strategic minerals, are already provided in the ratified Bangsamoro Organic Law<sup>3</sup>.

In the case of uranium and fossil fuels such as petroleum, natural gas, and coal, the same may be co-managed and the revenues shared equally between the National Government and Bangsamoro Government, subject to the limitations provided in the Constitution.

The relationship and partnership with the two (2) MNLF groups is strengthened through the establishment of coordinating committees tasked to implement a transformation program for the combatants and communities in support of the overall sustainable peace and stable security in Bangsamoro.

On 29 April 2021, the GPH-MNLF Coordinating Committee (GMCC) signed its Terms of Reference (TOR). The GMCC is the policy-making body of the Government and the MNLF to pursue the remaining commitments on BDAF and TIMC as well as the transformation of MNLF combatants and communities.

## 2. The Transformation Program

**a. Formulation of the Transformation Program for the MNLF.** Through the joint coordinating committees, a transformation program for the MNLF combatants, their families and communities will be implemented beginning with the profiling of 3,000 MNLF combatants in Sulu and 2,000 combatants in Basilan. It shall mirror the normalization program of the MILF whereby combatants are transformed to lead productive and peaceful lives. It intends to deter disgruntled MNLF combatants from joining the Abu Sayyaf Group and other violent extremist groups in Southern Philippines and avoid another “Zamboanga Seige” or “Marawi Siege”.

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<sup>3</sup> Section 2, Article XVI of RA 11054 states that “there is hereby created a Bangsamoro Transition Authority which shall be the interim government in the Bangsamoro Autonomous Region during the transition period. **The Moro Islamic Liberation Front shall lead the Bangsamoro Transition Authority, without prejudice to the participation of the Moro National Liberation Front in its membership.**”

The Co-management of Strategic Minerals in the Bangsamoro region is addressed in Section 34, Article XII and Section 10, Article XIII, which rather identified “strategic minerals” as “fossil fuels and uranium” for clarity and provided for the co-management thereof by the Bangsamoro Government and National Government

The Transformation Program has the following components:

1. The socio-economic component shall provide stable livelihood and increase the quality of life and condition of the combatants and their families. This will include livelihood opportunities, social protection packages, and immediate cash assistance.
2. The security component shall be geared towards the management of firearms and ammunitions of the MNLF combatants, in a process which shall both be agreed upon by the parties.
3. The confidence-building measures shall involve both humanitarian and legal assistance provided to the combatants or their next-of-kin. Community projects and interventions for vulnerable sectors of the community such as widows, orphans, persons with disabilities, and senior citizens will form part of the component.
4. The community healing and reconciliation component aims to enhance social cohesion, promote peacebuilding and contribute to peace and security in the communities where the MNLF are present. It shall have activities focused on healing, reconciliation, and bridging of social divides, mainstreaming of conflict-sensitive and peace-promoting approaches in the delivery of individual and community packages and support programs and interventions to address emerging issues and concerns that shall have an impact on the transformation of combatants, their families, and communities.

The development of this program is based on the various consultations undertaken by the OPAPRU with peace partners and various stakeholders, including the Armed Forces of the Philippines (AFP), Philippine National Police (PNP), Sulu State College (SSC), Provincial Government of Sulu and National Government Implementing partners.

The following preparatory work has been completed in partnership with the different National Agencies:

- OPAPRU forged a Memorandum of Agreement with the Armed Forces of the Philippines (PhP 17.5M) and Sulu State College (PhP 2.3M). These amounts shall be used for the profiling and verification of the MNLF combatants.
- An Action Planning of Profiling and Verification Implementers for the Transformation of the MNLF was held in Jolo, Sulu resulting in the development of the parameters and guidelines on the profiling (e.g., contact building, data gathering) of MNLF combatants, their families and communities and of a coordination and cooperation mechanism among the stakeholders involved in the profiling activity (e.g., OPAPRU, MNLF groups, AFP, PNP, LGUs, SSC, CSOs, religious group).
- OPAPRU, the DSWD and the Philippine Statistics Authority (PSA) forged a Memorandum of Agreement to start the full implementation of the Transformation Program for the MNLF.
- The 1<sup>st</sup> Inter-Agency Meeting with the Sub-committees of the GPH Coordinating Committee was conducted on 31 March 2021 to brief the member-agencies on the updates of the GPH-MNLF Peace Process including the developments in the MNLF Transformation Program. Moreover, it served as a venue to solicit comments and insights from the agencies to further enhance the proposed Program as well as get concurrence of the agencies proposed to be OPAPRU's implementing partner agencies for FY 2022.
- On 29 April 2021, the GPH Coordinating Committee got the approval of the MNLF Sema Group on the Transformation Program for the MNLF. For the second semester of FY 2022, it is expected that the approval of the transformation program will be achieved to set in motion the profiling and delivery of initial socio-economic interventions for MNLF combatants as they transition from armed to civilian life.

**b. Implementation of the Amnesty Program for MNLF Members.** Parallel with the issuance of Executive Order 125, s. 2021, which created the National Amnesty Commission (NAC), President Duterte issued Proclamation 1091 (s. 2021) which grants amnesty to MNLF members who have committed crimes under the Revised Penal Code and special penal laws in furtherance of their political beliefs.

Per EO 125, s. 2021, OPAPRU shall provide secretariat support to the NAC. The following activities had been undertaken and supported by OPAPRU in relation to the amnesty proclamation for MNLF applicants:

- Creation and Designation of the Proclamation Secretariat for Amnesty to MNLF Members
- Operationalization of the NAC Secretariat and the Proclamation Secretariat for MNLF
- Support to House Committee Level Deliberations on House Concurrent Resolution (HCR) No. 13 concurring with Proclamation 1091, s. 2021
- Support for the Adoption/Approval at the House Committee Level of HCR 13 concurring with Proclamation 1091, s. 2021

On 19 May 2021, the House of Representatives (HOR) concurred with Proclamation 1091 granting amnesty to MNLF members by adopting HCR 13 through the affirmative vote of 195 representatives. Likewise, on 28 September 2021, the Senate Committee on National Defense and Security, Peace, Unification, and Reconciliation chaired by Senator Panfilo M. Lacson commenced the committee deliberations on HCR 13. Through his sponsorship, the Senate eventually concurred with Proclamation 1091 by adopting HCR 13 through the affirmative vote of 18 Senators on 24 January 2022

- c. Other Confidence-Building Measures.** The confidence-building measures under the GPH-MNLF Peace Process shall involve both humanitarian and legal assistance that may be provided to the combatants and/or their next-of-kin. Community projects and interventions for vulnerable sectors of the community such as widows, orphans, persons with disabilities, and senior citizens are also included as confidence-building measures between the GPH and the MNLF.

The Government continues to engage communities with the presence of MNLF members and their next-of-kin through the PAyapa at MASaganang pamayaNAn (PAMANA) program to address their socio-economic challenges.

Under the OPAPP-PhilHealth Sponsored Program, a total of 806 beneficiaries had been provided with health insurance in 2021. From FY 2013 up to FY 2021, a total of 11,692 individuals from MNLF communities had benefited from the said program.

Further, initial assistance in the form of food items, hygiene and grooming kits had been provided to 192 MNLF members who are currently incarcerated at the Metro Manila District Jail Annex 4 and 5 (MMDJ Annexes 4 and 5) of the Bureau of Jail Management and Penology-National Capital Region (BJMP-NCR) and other Moro Persons Deprived of Liberty (PDLs) in these facilities. This activity was in partnership with the MMDJ Annexes 4 and 5 management and the PNP- National Capital Regional Police Office and the Peace Process Development Center.

### **C. Program 3: Effective Implementation of the Whole-of-Nation Approach to Address Local Communists and other Armed Conflicts pursuant to Executive Order No. 70.**

In light of their failure to show sincerity and commitment in pursuing genuine and meaningful peace negotiations, the President signed Proclamation No. 360 on 23 November 2017 declaring the termination of the peace negotiations with the CPP-NPA. Shortly after this, Proclamation No. 374 was signed by the President on 5 December 2017 declaring the CPP-NPA as a designated/identified terrorist organization.

In his desire to “give peace another chance”, the President allowed the conduct of informal talks in early 2018 but was clear with his direction that the resumption of peace negotiations may happen if the following requirements are met:

- (1) There should be no coalition government.
- (2) Stop extortion activities.
- (3) There should be a ceasefire arrangement where armed NPA forces should be encamped in designated areas.
- (4) The venue of the talks should be local.



However, the CPP/NPA/NDF failed to meet these requirements and continued to conduct acts of violence on the ground.

Given these developments, the President issued Executive Order No. 70 on 4 December 2018 *“Institutionalizing the Whole-of-Nation Approach in Attaining Inclusive and Sustainable Peace, Creating a National Task Force to End Local Communist Armed Conflict, and Directing the Adoption of a National Peace Framework.”*

OPAPRU is a member of the National Task Force on Ending Local Communist Armed Conflict (NTF-ELAC) and provides support to the government’s implementation of EO 70, through its active participation in various ELCAC mechanisms:

- OPAPRU was identified as a member of its local counterparts – the 17 Regional Task Forces (RTFs) and Local Task Forces.
- Secretary Carlito G. Galvez, Jr. was designated by the President as Cabinet Officer for Regional Development and Security (CORDS) for Region 3 (Central Luzon). Since then, he has been convening and overseeing the meetings of the Joint Regional Task Force (composed of the Regional Peace and Order Council and the Regional Development Council), and has ensured convergence of efforts on peace, development, and security concerns.
- OPAPRU is the Co-Lead Agency for the Localized Peace Engagement (LPE) Cluster, with DILG as the Lead Agency. Its specific contribution is discussed in the succeeding section.
- OPAPRU also sits as a member in the following Clusters/Lines of Efforts: (1) Peace Law Enforcement and Development Services (PLEDS); (2) Enhanced Comprehensive Local Integration Program (E-CLIP)/Amnesty; (3) Sectoral Unification, Capacity-Building, Empowerment and Mobilization (SUCBEM); (4) Poverty Reduction, Livelihood and Employment Cluster (PRLEC); and (5) Strategic Communications.

**1. Mainstreaming of Localized Peace Engagement (LPE) and Peacebuilding Approaches.** As Co-Lead Agency of the LPE Cluster, OPAPRU initiated the mainstreaming of LPE and Peacebuilding Approaches, in coordination with the DILG as Lead Agency.

The mainstreaming work had been implemented in three (3) phases, which resulted in the following:

- Phase 1: Oriented 90 Regional Task Forces (RTF)-ELCAC and Provincial Task Forces (PTF) -ELCAC on LPE Guidelines and on Peacebuilding Approaches;
- Phase 2: Crafted 65 PTF Strategic LPE Action Plans; and,
- Phase 3: Conducted 100 community consultations and problem-solving sessions (Track 1); and 24 local peace dialogues (Track 2).

This mainstreaming work facilitated by the LPE Clusters at the regional and provincial levels has resulted in capacitating local governance actors on localized peace engagement and peacebuilding approaches, crafting of the LPE Strategic Action Plans and in implementing the two (2) LPE tracks. Through this, the local chief executives in identified ELCAC priority areas were able to gather the communities and local government agencies to discuss issues/concerns and generate commitments to implement measures to address said issues. This has contributed in strengthening convergence efforts among ELCAC Clusters and LGUs in the provision of needed services in the barangays. On the other hand, the local peace dialogues between local task forces and the communist rebels have showcased government’s resolve in welcoming and providing assistance to FRs who have decided to abandon the armed conflict and to be mainstreamed into society.

In line with its expanded mandate under E.O. 158 issued in December 2021, OPAPRU will sustain the mainstreaming of LPE work towards the implementation at the local level (i.e.,

provinces) of a Comprehensive Transformation Program for former CTG rebels, their families and communities to end local communist armed conflict. The Program's objective is to provide a holistic and convergent implementation of its four (4) components (i.e., security; socio-economic interventions; social healing and reconciliation; and confidence-building measures [CBMs]), to transform communities and former CTG rebels and their families into peaceful and productive citizens.

**2. Support to CORDS RTF 3 Work in Region 3.** The CORDS system was established to assist the President in the speedy, efficient, and orderly resolution of problems in government operations. Secretary Galvez as CORDS 3, he supervised the peace, development, and security efforts towards pushing forward the implementation of EO 70 in the region. He also presided over the quarterly meetings of the Regional Task Force 3 composed of the Regional Peace and Order Council (RPOC), and the Regional Development Council (RDC), where the following RTF 3 Resolutions were adopted for the period 2019-2021:

- Resolution 1: Expressing Support to President Rodrigo Roa Duterte as Chair of NTF-ELCAC and Adopting the Whole-of-Nation Approach-Driven National Peace Framework That Will Advance the Inclusive and Sustainable Peace Agenda for Central Luzon
- Resolution 2: Denouncing the Unlawful and Illegal Activities of the CPP-NPA, and Declaring their Presence Undesirable in Central Luzon
- Resolution 3: Endorsing the Grant of Fund Support by OPAPRU to the 7ID of the AFP Relative to the Implementation of Peacebuilding Initiatives Aimed at Ending Local Communist Armed Conflict in Central Luzon
- Resolution 4: Designating RD Rolando E. Asuncion of NICA as the Deputy CORDS in Central Luzon
- Resolution 5: Endorsing the Re-institutionalization and Mandatory Administration of the Basic Reserve Officers' Training Corps Program and Scouting in the Philippine Educational System
- Resolution 6: Adopting the National Action Plan against Covid-19
- Resolution 7: Endorsing the Support to Barangay Development Program (SBDP) in San Mateo, Norzagaray, Bulacan (the only SBDP in Central Luzon)
- Resolution 8: Adopting the RTF3 Catch-Up Plan for 2021
- Resolution 9: Adopting the Program for the President's Visit to Central Luzon which was tentatively scheduled on the third quarter of 2021

Sec. Galvez also facilitated the Signing of the Pledge of Commitment by the RTF 3 where they vowed "to defeat a scourge that is instilling fear, mistrust and hate among the people." As local chief executives, members of national, regional and provincial agencies, they vowed to "take the lead in creating a conducive environment where long-lasting peace and sustainable development can flourish."

As the link between the RTF 3 and the Cabinet, Sec. Galvez also played a significant role in addressing pressing issues in the region. Among his notable interventions in the area of issue-resolution was the urgent action undertaken by concerned agencies in response to the pressing issues raised by a farmers'/irrigators' group in Bulacan.

On 30 September 2021, the RTF3 TWG, with the guidance and supervision provided by OPAPRU, organized the "Duterte Legacy: Baranggayanihan Caravan" which showcased the key programs by agencies (DSWD, TESDA, NCIP, AFP, and PNP) and the testimonies by their respective beneficiaries.

**3. Conduct of Peacebuilding Initiatives in Support of EO 70/Localized Peace Engagements.** In furtherance of EO 70/LPE work, OPAPRU has established partnerships with key implementers on the ground through the Memoranda of Agreement signed in 2020.

The OPAPRU extended fund support to the Provincial Local Government of Davao del Norte for the establishment of a Peace Village for 125 Indigenous Peoples (IP) Families in Talaingod. These families were displaced by the armed conflict initiated by the NPA. They were rescued by the

local government of Davao del Norte from the Haran facility in Davao City. In line with its efforts to sustain its support, Sec. Galvez, together with Sec. Lorenzana, and Governor Jubahib, turned over 68 housing units to the IPs in August 2021. A month after, OPAPRU conducted peace conversations with the IP families, as part of its social healing and peacebuilding efforts for marginalized/vulnerable sector. This support had contributed to the government's efforts on peace, reconciliation and unity and had likewise showcased that local peace engagements are effectively being implemented on the ground in partnership with local government units that are active prime movers of LPE work. It had also provided OPAPRU with the platform for its social healing and peacebuilding work.

The OPAPRU had likewise partnered with the AFP, three (3) agencies in Region 3, and three (3) local government units in Davao Region, for the conduct of peacebuilding initiatives in ELCAC priority areas in support of EO 70/LPE work.

These partnerships with agencies and local government units had contributed to the strengthening of their involvement in LPE work and in promoting convergence efforts in the communities.

- 4. Support as the Head Secretariat of the Amnesty.** On 5 February 2021, President Rodrigo R. Duterte issued Executive Order No. 125 (s.2021) creating the National Amnesty Commission (NAC) which shall primarily be tasked with receiving and processing of applications for amnesty, and with the issuance of a Certificate of Amnesty to qualified applicants with the approval of the President. NAC may also constitute Local Amnesty Boards, in provinces, cities and municipalities as may be necessary. Attached to this EO is the signed Proclamation No. 1093 "Granting Amnesty to Former Members of the Communist Terrorist Group (CTG) Who Have Committed Crimes Punishable Under the Revised Penal Code and Special Penal Laws in Furtherance of their Political Beliefs."

The Office of the Presidential Adviser on Peace, Reconciliation and Unity shall provide Secretariat support to the Commission.

#### **D. Program 4: Immediate Conclusion of the GPH-RPM-P/RPA/ABB Peace Process & GPH-CBA-CPLA Peace Process**

- 1. COMPLETION OF THE 2000 PEACE AGREEMENT WITH THE REBOLUSYONARYONG PARTIDO NG MANGGAGAWA NG PILIPINAS/ REVOLUTIONARY PROLETARIAN ARMY/ ALEX BONCAYAO BRIGADE/TABARA-PADUANO GROUP/ KAPATIRAN (RPM-P/RPA/ABB-TPG/KAPATIRAN)**

The implementation of the peace agreement with the RPM-P/RPA/ABB-TPG, now registered as KAPATIRAN para sa Progressong Panlipunan, Inc. (KAPATIRAN), is cited as a model for localized peace engagements.

In line with the directive from President Rodrigo Roa Duterte to implement all signed peace agreements, the Government is executing the final interventions for the completion of the 2000 Peace Agreement with the RPM-P/RPA/ABB-TPG or "KAPATIRAN" as defined in the Clarificatory Implementing Document (CID), which was signed on 19 July 2019.

The CID has five (5) components, namely: 1) Disposition of Arms & Forces and Security Arrangements, 2) Social and Economic Reintegration of the KAPATIRAN Members, 3) Release of the Remaining Alleged Political Offenders 4) Full transformation of the KAPATIRAN into a civilian organization engaging in socio-economic and political activities and, 5) Community Peace Dividends. The CID shall cover 727 profiled RPM-P/RPA/ABB-TPG Members in Aklan, Antique, Iloilo, Negros Island, Part of Bukidnon, Naic, Cavite, and Davao City.

To implement the CID, the following mechanisms were organized:

- **Joint Enforcement and Monitoring Committee (JEMC)**<sup>4</sup>. The JEMC, which is Co-chaired by DND Undersecretary Cesar B. Yano (representing GPH), supervises and monitors the implementation of the CID. It shall continue to exist until both parties determine that all the objectives and commitments set forth by the GPH and the KAPATIRAN in the CID will have been fulfilled.
- **Joint Body on the Disposition of Arms and Forces (JBDAF)**<sup>5</sup>. The JBDAF is tasked to determine the timelines and applicable processes on the disposition of arms and forces (DAF), undertake regular security assessments, and provide updates and recommendations for appropriate action of the JEMC. The JBDAF formulated the action plan of the AFP and PNP on the decommissioning of 727 KAPATIRAN members.
- **Site Coordinating Teams (SCTs)**<sup>6</sup>. The SCTs assist the JEMC in implementing all the components of the CID as well as ensure effective collaboration with partner agencies in the delivery of their commitments to the CID, such as the establishment of settlement sites as peace and development community (PDC) and the provision of government social protection packages to KAPATIRAN members.
- **Socio-Economic Reintegration Cluster (SERC)**<sup>7</sup>. The SERC is tasked to assist the JEMC in ensuring a holistic approach to the implementation and delivery of socio-economic and security interventions to the KAPATIRAN. The SERC is led by the DSWD and is composed of the Department of Agriculture (DA), Department of Public Works and Highways (DPWH), Department of Education (DepEd), DOLE, Department of Trade and Industry (DTI), Department of Environment and Natural Resources (DENR), Department of the Interior and Local Government (DILG), OPAPRU, Technical Education and Skills Development Authority (TESDA), Commission on Higher Education (CHED), AFP, National Electrification Administration (NEA), National Irrigation Administration (NIA), National Housing Authority (NHA), Philippine Health Insurance Corporation (PHIC) and other agencies that may be called upon.

From the signing of the CID on 19 July 2019 to date, the following milestones have been accomplished:

- a. **Disposition of Arms and Forces and Security Arrangements.** On 15 September 2021 a Transition Strategy for the Community Defense Units (CDUs) was formulated by the Joint Enforcement Monitoring Committee (JEMC) in consultation with the Security Cluster composed of the Armed Forces of the Philippines and its Philippine Army field units such as the 3<sup>rd</sup> Infantry Division based in Jamindan, Capiz Panay and the 4<sup>th</sup> Infantry Division based in CDO, Misamis Oriental.

To boost the morale of KAPATIRAN CDU members, the OPAPRU participated in the 2<sup>nd</sup> year Anniversary celebration of the CDU Detachment in Kabankalan on 26 November 2021 at the PDC Site in Sitio Mambinay, Brgy. Locotan, Kabankalan City, Negros Occidental.

- b. **Social and Economic Reintegration of the KAPATIRAN Members**

- i. **Provision of Immediate Assistance and Implementation of Livelihood Settlement Grant (LSG) Projects.** Social Protection Package/Immediate Assistance amounting to PhP 25,000.00 each was provided to KAPATIRAN members during the decommissioning activity. The purpose of the immediate assistance is to subsidize the

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<sup>4</sup> Based on OPAPP Office Order No. 48

<sup>5</sup> Per JEMC Resolution No. 1 dated July 26, 2019

<sup>6</sup> Per JEMC Resolution No. 2 dated July 26, 2019

<sup>7</sup> Per JEMC Resolution No. 3 dated August 16, 2019

basic needs of the former combatants and their families during the period of their transition to normal civilian life while a stable source of income is not yet immediately available from development or production activities in their designated settlement areas. A total of 727 KAPATIRAN members (i.e., 100% of the total members) availed of this assistance.

**ii. Partnerships for Livelihood Programs.**

The DOLE Regional Office VI in Negros Occidental under the DOLE Integrated Livelihood and Emergency Employment Program (DILEEP), released PhP 1 million fund for carabao dispersal and rice trading project in Kabankalan, Negros Occidental in March 2021 as assistance to the KAPATIRAN.

On the other hand, the strong partnership with the DTI led to the support for the CPD beneficiaries to be covered under the Livelihood Seeding Program – Negosyo Serbisyo sa Barangay (LSP-NSB). All KAPATIRAN Chapters in Region 6 and 7 were provided with livelihood kits amounting to PhP 6,000.00.

**iii. Sustained Implementation of the Social Protection Programs.** A total of 415 KAPATIRAN members and 8,767 individuals from CPD areas and adjacent barangays were endorsed for enrollment to the health insurance program under the Philippine Health Insurance Corporation for 2021. Moreover, a total of 13 KAPATIRAN and CDU next-of-kin from Janiuay, Iloilo benefited from the LGU Scholarship Program for SY 2020-2021.

**iv. Establishment of Settlement Sites: Peace and Development Communities and Congregated Areas**

The implementation of the Memorandum of Agreement (MOA) signed on 31 March 2021 between the then Office of the Presidential Adviser on the Peace Process and the National Housing Authority gained significant strides this year with the full implementation of the provisions of the MOA, to wit:

- Turn-over of 12 housing units in Malaybalay City, Bukidnon and seven (7) in Cagayan De Oro City. Some six (6) families already transferred to their residence in Malaybalay City while all seven (7) awardees and their families had transferred to Cagayan De Oro City.
- Conclusion of real estate appraisal and site assessment in Sitio Camansi, Barangay Caraudan, Municipality of Janiuay, Iloilo. Both appraisal and assessment are mandatory requirements under housing regulation policies as for land acquisition.
- Securing the easements and servitudes for the Janiuay settlement site by gaining support from residents of adjacent lands and formalizing their benevolent acts through deeds of donation and conveyance.
- Gaining full and unbridled support for the program from both the Provincial Local Government of Iloilo with the issuance of a provincial certification of support by the Governor of Iloilo, and the Municipal Government of Janiuay with the issuance of a Resolution expressing the same by its Sangguniang Bayan.

On November 16, 2021, some 19 KAPATIRAN members were awarded with the Certificate of Entitlement with House and Lot Allocations through the NHA at Pineville Malaybalay City, Bukidnon, and at CDO Midland Valley Homes, Dansolihon, Cagayan De Oro City. Currently, NHA is facilitating the survey and titling of individual lots for 165 KAPATIRAN members across Negros, Panay, and Bukidnon.

**c. Release of Remaining Alleged Political Offenders.** On 05 February 2021, President Rodrigo Roa Duterte signed Executive Order No. 125, s. 2021 establishing the National Amnesty Commission together with Proclamation 1092, which provided for the grant of

Amnesty to the RPM-P/RPA/ABB. The 18th Congress of the Philippines and the Lower House adopted Proclamation 1092 which Grants Amnesty to the RPM-P/RPA/ABB on 19 May 2021.

- d. **Sustainment of Community Peace Dividends (CPD).** The OPAPRU in partnership with DSWD had been monitoring the operation of the Sustainable Livelihood Program Associations (SLPAs) in the CPD Barangays in Negros and Panay Islands. Further, some 9, 256 qualified members of the CPD areas had been provided with health insurance through the PAMANA-PhilHealth Sponsored Program.

2. **PEACE PROCESS WITH THE CORDILLERA BODONG ADMINISTRATION - CORDILLERA PEOPLE'S LIBERATION ARMY (CBA-CPLA).** The completion strategy for the CBA-CPLA peace process has a two-track approach. The first approach is the implementation of an inclusive normalization process. The overall objective of which is the former CPLA combatants' transformation into active partners for a peaceful and developing Cordillera Region free from CPP-NPA and other threat groups guided by the following principles:

- **Transform** – support the transformation of the CBA-CPLA, building on the gains since the 1986 Sipat. This will cover four (4) levels of transformation: (i) individuals; (ii) CBA-CPLA as a former armed organization; (iii) communities supportive to the peace process; and (iv) their relationship with the Philippine Government and its instrumentalities--“From leaders of war to leaders of development and influential advocates of peace; meaningful participation in decision-making processes in their communities.”;
- **Sustain** – sustain the gains of the Cordillera peace process by giving back to communities supportive to the CBA-CPLA; and,
- **Include** – in the spirit of the Mt Data Sipat, support inclusive regional growth by prioritizing tribal communities that have lagged behind due to conflict and geographic isolation.

The 5-Year Normalization Plan (2020-2024), has the following components: (i) Security Component; (ii) Socio-Economic Reintegration Component; (iii) Transitional Justice Component; and (iv) Confidence Building Component.

The Joint Evaluation and Monitoring Committee (JEMC), created on 2 December 2019, serves as a mechanism for collating, discussing, analyzing and implementing interventions to complete the commitments of the government for the CBA-CPLA Peace Process. This mechanism is composed of the following: (i) Executive Committee; (ii) Secretariat (inter-agency headed by OPAPRU); and four (4) sub-clusters corresponding to each of the components. Government representatives to the JEMC come from the relevant regional line agencies in the Cordillera Administrative Region (CAR), while the CBA-CPLA representation come from each of the factions/groups, and representatives from Civil Society Organizations who were nominated by the CBA-CPLA with concurrence by government representatives.

In consonance with the principle of honoring all signed peace agreements, Government will continue to sustain programs and projects under the 2011 MOA.

The second and final approach is the provision of support to regional development advocacies towards helping the Cordillera Autonomy Bill be declared as a priority agenda of the Administration and be considered a common legislative agenda.

For the implementation of commitments, the following mechanisms were operationalized:

- **Joint Evaluation and Monitoring Committee (JEMC).** The JEMC supervises and monitors the implementation of the comprehensive peace process with the CBA-CPLA. In response to the meeting held last December 2020 and the succeeding meetings conducted in

FY 2021, the Members of the Executive Committee discussed and approved the following concerns:

- List of CPLA Members were already submitted to 503 Bde in May 2021 thru Mr. Bolawit Salang-oy (of Abra) and in September 2021 thru Mr. Brandy Bitalan (of Kalinga). These lists contained the members across Cordillera from all identified factions except those listed in the 2011 MOA. Further, the list will be vetted and validated by the AFP and PNP prior endorsement to the JEMC ExeCom for adoption.
  - Endorsement of CBA-CPLA Leaders in the JEMC who will serve as co-chairperson for each of the JEMC Components to augment the hosting and preside over regular meetings. The selected leaders were:
    1. Leonardo Bun-as for JEMC Security Component
    2. Alejandro Cos-agon for JEMC Socio-Economic Component
    3. Pablo Weygan for JEMC Healing and Reconciliation Component
    4. Natividad Sugguiyao for JEMC Confidence Building Component
  - Mr. Placido Alsiyang will replace the late Edwin Muyao as Member of the JEMC Socio-Economic Component. JEMC Secretariat is awaiting the formal endorsement of documents from Mr. Alsiyang.
  - Transitional Justice (to be renamed as Healing and Reconciliation) will remain as a separate component from Confidence Building Component
- **Security Component.** This component is tasked with setting the roadmap of normalization specific for the security component, determine the milestones per year and submit it to the Executive Committee for adoption; identifying and setting the parameters to determine the “old guards” of the CPLA in a consensual manner and to reconcile with the various records submitted to AFP and OPAPRU; and, conducting periodic meetings and assessments of the component.
  - **Socio-Economic Component.** Members are expected to set the roadmap of the normalization program specific to the socio-economic component, determine the milestones per year and submit it to the Executive Committee for adoption; review the previous socio-economic programs and interventions delivered to the members of the CBA-CPLA within the coverage of AO 18 and EO 49 and determine the gaps as basis for future interventions; and, conduct periodic meetings and assessments of the component.
  - **Healing and Reconciliation (formerly Transitional Justice) Component.** The members of this component are tasked with setting the roadmap of normalization specific to the healing and reconciliation component, determine the milestones per year and submit it to the Executive Committee for adoption; preparing the design and methodology in the conduct of an orientation workshop on healing and reconciliation involving the JEMC and other stakeholders; and conducting periodic meetings and assessment of the component.

A series of discussions and consultations with the CBA-CPLA leaders had been undertaken to reach a consensus on where to establish the peace memorabilia for the GPH – CBA-CPLA Peace Process. The peace memorabilia will be constructed using the destroyed firearms that had been turned-in during the implementation of the 2011 MOA.

As part of the GPH-CPLA-CBA Normalization Program, under Healing and Reconciliation, and in support to the unrelenting request of the CBA-CPLA to recognize the sacrifices of the martyrs and old guards, this Recognition Program will cover five (5) phases which will be completed by 2024. The preparatory activities will include validation and endorsement of lists by the JEMC ExeCom, coordination with Service Providers, and with partner agencies:

- Phase 1: Documentation and Production of Life Stories of the martyrs and old guards with case assessment and analysis
- Phase 2: Unveiling Ceremony
- Phase 3: Referral to government programs and services

- Phase 4: Provision of Packaged Assistance/Benefits
- Phase 5: Monitoring, Evaluation, and Sustainability. A total of 20 martyrs and 50 Old guards had been documented and assessed.

- **Confidence Building Component.** The members of this component are expected to set the roadmap of normalization specific to the confidence building component, determine the milestones per year and submit it to the Executive Committee for adoption; establish contact with the various regional line agencies (in CAR) and national agencies for network building and possible resource mobilization; and, conduct periodic meetings and assessments of the component.

The following is the status of the implementation of the Five-Year Normalization Plan.

- **Security Component.** Under the 2011 MOA, *“The Parties have agreed to a gradual process of disposition of arms and forces”* where the CPLA members are profiled and their firearms inventoried and turned in. The profiling is the basis for the integration package comprising of AFP integration, DENR forest guard employment, and livelihood projects.

The OPAPRU, together with AFP PDO and PNP PPDC, had conducted physical accounting of turned-in firearms to PROCOR prior to the ceremonial destruction of firearms. Upon verification, 339 firearms were accounted and inspected while six (6) firearms were found listed but not found in the boxes. The said 14 boxes were tagged and sealed by the team after the inspection.

The ceremonial destruction of firearms was conducted at Camp Bado Dangwa, La Trinidad, Benguet. PAPRU Carlito G. Galvez Jr. was the guest of honor. He was joined by Mayor Benjamin Magalong of Baguio City, MGEN Burgoz of NOLCOM, BGEN Mina of 5ID (as the Chairperson of the JEMC), P/BGEN Pagkalinawan of PROCOR as host, OPAPRU Officials, CBA-CPLA Leaders including those from the JEMC, Regional Line Agencies from CAR, AFP and PNP Personnel, and OPAPRU-RCCD Team.

In November 2021, PROCOR was able to finish cutting all turned-in firearms and prepared the necessary documents related to the release of scrap metals that will be used as materials for the assembly of peace monument/memorabilia as envisioned by the CBA-CPLA key leaders.

- **Socio-Economic Component.** *“CPLA members shall be provided assistance in securing employment or other source of income, including livelihood projects, as a step towards disarmament.”* The range of options includes integration into the armed forces, employment of forest guards, subject to DENR requirements, skills training and job placement, livelihood projects or other forms of income generating activities.

**i. Employment as Forest Guards under DENR’s National Greening Program.**

The OPAPRU had officially turned over/distributed a total of 102 solar flood lights to various C/PENROS purposely to support the employed Bantay Gubat in their respective checkpoints and temporary shelter in every patrol area. The series of turnover activities was conducted in the months of October to November 2021. In sum, some 18 solar lights had been distributed in Abra, ten (10) in Apayao, ten (10) in Benguet, eight (8) in Ifugao, 34 in Kalinga, and 22 in the Mountain Province. These solar lights were installed in areas without power such as checkpoints, bunkhouses and NGP areas.

The OPAPRU also collaborated with the DENR for a special project focused on the utilization of marginalized forest lands to be participated in by the CBA-CPLA members. A tenurial instrument called Socialized Industrial Forest Management Agreement (SIFMA) will be pursued in select sites across Cordillera. This is a 25-year engagement of the people’s organization to produce high-value forest products and eventually gain



large profit through their business transactions. To date, the selected sites and partner organizations are preparing their documentary requirements to start the project.

**ii. Livelihood.** Under the OPAPRU-DA SIPAT Partnership Program, all 21 target Barangays/POs had undergone orientation/validation, and project planning sessions. Of the 21 POs, 19 had submitted their project proposals while the two are still completing their accredited requirements with DA. The Makilo Ebalangaw Farmer's Association was the first PO to undergo the process last December 21, 2021 which benefited some 103 members. The turn-over Program was graced by DA-APCO Mt. Province, representatives from the Office of the Congressman and Governor of Mt. Province, Mayor Marcos Ayangwa and staff, Buringal BLGU, PNP-Mt. Province, officers and members of the PO, and OPAPRU headed by Dir. Susana Guadalupe Marcaida and Mr. Thomas Killip. A total of 213 bags of corn seeds were awarded to the PO in support of their project on Corn Production and Marketing. The PO also received commitments from DA, and LGU-Paracelis in support of their sustainability plans.

**iii. Sustained implementation of the provision of health insurance and educational assistance**

**a. Implementation of Educational Assistance Program for CBA-CPLA.** An orientation on OPAPRU-NCIP Educational Assistance Program was held in the provinces of Kalinga and Apayao on 9-12 November 2021, and in the province of Abra on 24-26 November 2021. Included in the orientation was the discussion on the documentary requirements for the student-grantees to be accepted and retained in the Program. It is a study grant given to former CBA-CPLA members, their family members, or next of kin who have successfully pre-qualified based on verification, submission of complete documentary requirements and screening and selection process as laid down in MOA. This study grant has 100 slots intended for interested college students across the Cordillera Administrative Region (CAR). The selected 100 student applicants are now in the stage/process of completing the documentary requirements to avail of the said program.

**b. Implementation of PAMANA-PhilHealth Sponsored Program.** During the JEMC Socio-economic Component meeting last 15 October 2021, PhilHealth-CAR provided updates and the status of the PAMANA-PhilHealth Program. A total of 1,038 had been enrolled to the program. Below is the breakdown of enrollees per province:

- Abra – 261 individuals
- Apayao – 164 individuals
- Benguet – 60 individuals
- Ifugao – 58 individuals
- Kalinga – 306 individuals
- Mountain Province – 189 individuals

**iv. Sustainable and Inclusive Peace and Transformation (SIPAT) Program**

The SIPAT Program aims to support the community-based livelihood projects of accredited farmer's associations, primarily those who were supportive of or were endangered during the Cordillera Movement in the 1970s and 1980s. The Program is directly implemented by DA-RFO-CAR and supported by OPAPRU through orientations as well as dialogues, coordination, implementation, and monitoring.

In 2021, PhP28 million was transferred to DA-RFO-CAR for the SIPAT Program implementation for some 21 DA-accredited Farmer's Associations and/or Cooperatives as target recipients. The turnover of the first batch of SIPAT projects was made on 21 December 2021. To date, at least nine (9) projects had been turned over in the provinces of Abra (3), Benguet (3), Ifugao (1) and Mountain Province (2).

## **a. Healing and Reconciliation Component**

- i. Documentation of the CBA - CPLA Struggle.** Penned by a CBA elder, the document is an account on the legacy of the CBA-CPLA. Currently in two (2) volumes, the documentation is targeted to be compressed and published as one book, subject to the review and finalization by the JEMC.
- ii. Establishment of Peace Memorabilia in Significant Sites.** The construction Peace Memorabilia using the destroyed firearms that had been turned in during the implementation of the 2011 MOA is currently underway in the following selected sites:
  1. Mt Data Hotel Grounds, Bauko, Mt Province as the site of the Mt Data Sipat on 13 September 1986;
  2. San Ramon Mariano Integrated School, Manabo, Abra as the site of the first Congress of the CBA-CPLA in December 1986 where the Manabo Pagta was promulgated and approved; and,
  3. Longayban Hall of the Philippine Military Academy for being instrumental in advancing the talks and negotiation between the government and the CBA-CPLA.
- iii. “Pannakabigbig ken Panangipateg” – A Recognition Program for CBA-CPLA Martyrs and Old Guards**

In response to the request of the CBA-CPLA for the recognition of the sacrifices of the martyrs and old guards, this Recognition Program will cover five (5) phases which will be completed by 2024. The preparatory activities will include the validation and endorsement of lists by the JEMC Execom, coordination with Service Providers, and with partner agencies:

- Phase 1: Documentation and Production of Life Stories of the martyrs and old guards with case assessment and analysis
- Phase 2: Unveiling Ceremony
- Phase 3: Referral to government programs and services
- Phase 4: Provision of Packaged Assistance/Benefits
- Phase 5: Monitoring, Evaluation, and Sustainability

A total of 20 martyrs and 50 Old guards had been documented and assessed. In response to the needs of the first 70 interviewees, cross matching was done in accordance with the existing programs and services of OPAPRU:

- Out of the 70 interviewees, five (5) next-of-kins of the old guards were included in the SEAP grantees for 2021.
- About ten (10) old guards, and next-of-kin of martyrs were members of the POs under SIPAT 2021 Project.
- Five (5) old guards employed as Bantay Gubat (BG)

Documentation and Assessment of an additional 150 martyrs and old guards is on-going up to May 2022 to complete the list for the three (3) magazine volumes and needs assessment.

## **b. Confidence Building Component**

- i. Community Development Projects (CDP) and Inter-Municipal and Inter-Barangay Development.** In recognition of the communities which actively participated in the struggle of the Cordillera and selflessly aided the CBA-CPLA in its cause, the CBA-CPLA in its Memorandum of Agreement (MOA) with the GPH pursued the implementation of 81 community development projects in 57 barangays.

Some 81 projects had been identified and funded. These included the farm-to-market roads, communal irrigation system for agricultural support, community infrastructures like tribal centers, warehouses, and pathways, among others. Some 74 of these projects had been

physically completed; five (5) projects are in different stages of implementation in the provinces of Ifugao, Kalinga and Mountain Province; one (1) project will be proposed for refunding in FY 2022; and one (1) irrigation project in Sadanga, Mountain Province was discontinued and will no longer be requested for funding due to an accident that occurred in the early stage of its project implementation. Based on cultural belief, the accident was not a good sign, compelling the community to decide on the termination of the project.

- ii. **Crafting of a Five-Year Partnership Strategy.** To sustain the gains of the 2011 MOA after the commitments will have been fulfilled, a five-year partnership strategy (5YPS) was crafted and prepared by a technical team from Cordillera with advice from the CBA-CPLA and OPAPRU. The 5YPS was presented to the PAPRU during the briefing on the updates and status of the GPH-CBA-CPLA Peace Process. It will be finalized and approved by the JEMC. Once approved, it will be presented to the RDC/RPOC Cordillera Administrative Region to ensure the implementation of an inclusive normalization process for the former members of the CPLA and their communities. This is to ensure long-term effect and sustainability through institutionalizing peace and development plans and efforts in local agencies or offices.
- iii. **Defenders and Advocates of Youth and Women in Cordillera (DAYAW Cordillera).** This serves as a platform for interagency-led capacity building and community development interventions for Cordilleran women and youth; it is designed to promote their welfare and active engagement in peace and security interventions. This also aims to facilitate the collaboration/convergence of local government units, CSOs (Civil Society Organizations), regional line agencies and NGOs in supporting the design and implementation of women & youth-driven actions and initiatives for resilience and peacebuilding.

#### **E. Program 5: Social Healing and Peacebuilding (SHAPE) Program**

The SHAPE Program is designed to support the different peace tables in creating an enabling environment to sustain the gains of the peace process through promoting social healing and peacebuilding; focusing on the vulnerable sectors including the women, youth, indigenous peoples; surfacing former violent extremists and their communities through conflict sensitive and peace promoting approaches. It shall address or contribute to addressing the key drivers of conflict and change the conflict dynamics, with particular emphasis on reducing or preventing violence as a means of addressing political, social and economic problems and injustices. SHAPE is OPAPRU'S frame and focus for its interventions contributing to the government's overall work on Preventing and Countering Violent Extremism (PCVE). Its main components include the implementation of the National Action Plan on Women, Peace and Security (NAP WPS); formulation and eventual implementation of the National Action Plan on Youth, Peace and Security (NAP YPS); mainstreaming Conflict Sensitive and Peace Promoting Approaches and Peace Education and interventions in support to the Marawi Rehabilitation and Recovery, among others.

##### **a. Indigenous Peoples.**

- OPAPRU facilitated the conduct of the Pre-membership Education Seminar in two (2) ICCs of Oriental Mindoro on 20 and 22 July 2021. This was in collaboration with CDA, NCOP and the LGUs of Mansalay and Bulalacao. The activities resulted in the formation of "Arawatan Mangyan Agriculture Cooperative" in Bulalacao while the tribe of Mansalay opted to consult their communities.
- OPAPRU facilitated the conduct of the IP Peace Conversations and the Multi-stakeholders Meeting in Support of the IP/ICCs CADT in Agusan Del Norte on 24-25 August 2021 and 26 August 2021, respectively. In collaboration with the NCIP, the activity provided an avenue for the Higaonon Tribe of Agusan Del Norte to put forward the issues/concerns of their community.
- The OPAPRU together with AMO-SL conducted the IP Peace and Security Fora on 20-22 October 2021 in Mansalay and Bulalacao, Oriental Mindoro, respectively. It was attended by

100 IP men and women tribal leaders. This activity was in partnership with the Cooperative Development Authority (CDA) and the Municipal Local Government Units. This activity provided assistance in facilitating the formation of a cooperative for IP communities. Moreover, this activity aimed to facilitate healing and reconciliation and capacity building among the IP communities in Oriental Mindoro.

- The OPAPRU also conducted the Social Healing and Reconciliation and Needs Assessment for IP Families on 16-17 November 2021 in Talaingod, Davao del Norte. This activity was in collaboration with NCIP, AFP, PNP, Municipal local governments and the Provincial local government. It was attended by at least 300 IPs in order to facilitate the healing and reconciliation of the different families rescued from the Haran facility. A needs assessment was also conducted to determine peacebuilding initiatives that can be facilitated/coordinated by OPAPRU. This activity aimed to identify the healing and reconciliation peacebuilding projects that may be implemented by OPAPRU. This shall also be incorporated in the Healing and Reconciliation Framework for Indigenous People communities being developed.

- b. Youth, Peace and Security.** The OPAPRU, through SHAPEO-YPS Division, successfully conducted the 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> Multi-stakeholders Consultation Meeting Series on the Formulation of the National Action Plan on Youth, Peace and Security last 16 July to 7, and 29 September 2021. These were participated by national government agencies, the academe, CSOs, development agencies and youth groups. The multi-stakeholder meetings successfully finalized the NAPYPS Multi-Stakeholders' working groups, updated the strategy on the dissemination of the NAPYPS online questionnaire, discussed the NAPYPS Coalition representatives and plan of action, the NAPYPS one-pager infographics, and overall communication plans of the Multi-Stakeholders group. The 1st Talipao Youth, Peace and Leadership Summit (YPLS), participated by 50 youth representatives, was successfully conducted in Talipao, Sulu on 16-17 August 2021. The activity was led and organized by 2<sup>nd</sup> Special Forces Battalion, Special Forces Regiment (Airborne) of the Philippine Army in partnership with OPAPRU SHAPEO, AMO WM, and the Municipality of Talipao, Sulu and in collaboration with the Local Youth Development Office (LYDO) of Talipao, Sulu State College, Tausug League of Social Transformation, Philippine National Police (PNP), the Bangsamoro Youth Commission (BYC), UNDP and Norwegian Embassy.

The OPAPRU facilitated the conduct of back-to-back Regional Consultations on the Formulation of NAPYPS in Jolo, Sulu on 18-20 August 2021; Isabela City, Basilan on 23 to 25 August 2021 and Ipil, Zamboanga Sibugay last 29 to 31 August 2021. The consultation series was conducted with the support and in partnership with UNDP, the Bangsamoro Youth Commission (BYC), Norwegian Embassy, Provincial Governments of Sulu, Basilan and Zamboanga Peninsula, Western Mindanao Command, Philippine Coast Guard, Armed Force of the Philippines and the area Management Office of Western Mindanao. The consultations series were participated by 98 active youth leaders

The 5<sup>th</sup>, 6<sup>th</sup>, and 7<sup>th</sup> Multi-stakeholders Meeting Series on the Formulation of the National Action Plan on Youth, Peace and Security last October 27, November 25 and December 15, 2021 respectively, will greatly contribute in the formulation of the plan for youth, peace and security. The Multi-stakeholders meetings were participated by representatives from the national government agencies, CSOs, development agencies, the academe, and youth groups.

The OPAPRU also facilitated the conduct of Regional Consultations on the Formulation of NAPYPS in Lanao Del Sur on 11-13 October 2021; Maguindanao on 19-21 October 2021; CARAGA last 25-27 November 2021 and Bongao, Tawi-Tawi last 1-4 December 2021. The consultation series were conducted with support and in partnership with UNDP, the Bangsamoro Youth Commission (BYC), Norwegian Embassy, European Union, Provincial Governments of Lanao del Sur, Maguindanao, Tawi-Tawi, Surigao del Sur, Surigao del Norte, Agusan del Sur and Agusan del Norte (CARAGA), Western Mindanao Command, Philippine Coast Guard, Armed Force of the Philippines and the area Management Office of Western Mindanao and South Central Mindanao. The consultations series were participated in by 200 active youth leaders.

- c. The National Action Plan on Women, Peace and Security (NAP-WPS)** is currently in its third generation and seeks to continue the best practice of women's presence in formal peace tables as

well as in other informal spaces (i.e., civil society and grassroots participation, including consultations on indigenous women's rights). As the explicit articulation of the incorporation of the gender perspective in the Six-Point Peace and Development Agenda, the NAPWPS strives to build a more enabling and inclusive environment for a culture of peace and conflict sensitivity to be sustained by integrating gender in the peace process.

The NAPWPS 2017-2022 is composed of four pillars: Substantive Pillar No. 1, on Empowerment and Participation; Substantive Pillar No. 2, on Protection and Prevention; Support Pillar No. 3, on Promotion and Mainstreaming; and Support Pillar No. 4, on Monitoring and Evaluation.

- **Localization of the NAP-WPS.** Series of consultations had been conducted in preparation for the Regional Action Plan on Women Peace and Security (RAPWPS) which sought to: 1.) Deepen the commitment and participation of the region/provinces in the implementation of the NAPWPS; 2.) Gather local peace and security issues and concerns of women 3.) To provide inputs for the creation of the draft; and 4.) Strengthen links with women and peace constituencies:
  - 12-13 May 2021- Catanduanes
  - 5-6 May 2021 - Masbate Province
  - 4-5 August 2021 - Zamboanga Sibugay
  - October 19-20, 2021 - Sultan Kudarat

The OPAPRU conducted a series of assessments and situation analysis on the impact of PAMANA projects last 10-15 and 25-30 October 2021 in the Bicol Region particularly in the Municipalities of Bula (livelihood and road project) and Del Gallego ('Bagsakan' and road project) in Camarines Sur; Sta. Elena (road project) and Labo (road project and water system) in Camarines Norte; Juban (road project) and Irosin (road project) in Sorsogon; and in Palanas (Bagsakan and Fishing Equipment projects) and Mobo (road and rice milling project) Masbate.

**d. Mainstreaming the Conflict Sensitive and Peace Promoting Approaches and Peace Education.** In building a culture of peace and conflict-sensitivity, the mainstreaming of peace education programs and the promotion of a culture of peace, non-violence, conflict sensitivity and peace promotion in government and non-government institutions and mechanisms in both formal and non-formal settings, remains to be among our priority interventions.

- Conducted a series of serbisyo caravan and community consultations in support of the "Balik-Barangay Program" of the Provincial Local Government Units of the Provinces of Sulu and Basilan on 18-20 August 2021 and 23-25 August 2021, respectively.
- Conducted a series of Basic Course on Conflict-Sensitive and Peace-Promotion (CSPP) Approaches together with AFP PDO to 5th Infantry Division on 14-16 July 2021 via videoconference; 8th Infantry Division on 20-24 July 2021 at Camp General Vicente, Lukban, Catbalogan, Samar; and to 9th Infantry Division at Camp Elias Angeles, Pili, Camarines Sur on 24-28 August 2021.
- In the celebration of the 2021 National Peace Consciousness Month, the OPAPRU conducted simultaneous peace activities with the MNLF women and youth on 18-20 September 2021 at Midsayap, North Cotabato, and on 25-27 September 2021 in Jolo, Sulu.
- As part of the OPAPRU Secretary's commitment, the OPAPRU in partnership with the Notre Dame of Jolo College has started the series of psychosocial healing sessions with the Jolo Cathedral Bombing Victims.
- Presidential Adviser on Peace, Reconciliation, and Unity Secretary Carlito G. Galvez, Jr. and Rev. Fr. Joel E. Tabora, S.J., President of the Ateneo de Davao University (ADDU) signed on 04 November 2021, the Memorandum of Agreement formalizing the partnership to implement the "Our Bangsamoro: Living and Learning Together in Peace and Fraternity" Project or simply the Human Fraternity Document.
- The OPAPRU in partnership with the Armed Forces of the Philippines Peace and Development Office (AFP PDO) has conducted a series of capacity building on the Basic Course on Conflict-Sensitive and Peace-Promoting (CSPP) Approaches for the 6th and 4th Infantry Divisions on 10-12 November 2021 and 23-26 November 2021, respectively.

## F. Program 6: Implementation of Peace-Promoting Catch-up Socio-economic Development in Conflict-Affected and Conflict-Vulnerable Areas (The PAMANA Program)

The PAYapa at MASaganang PamayaNAn (PAMANA) Program continues to implement peace-promoting catch-up socio-economic interventions in peace agreements, conflict-affected and conflict vulnerable areas. The PAMANA Program aims to contribute to: (1) Addressing issues of injustices and improve community access to socio-economic interventions; (2) Improving governance by building the capacity of national government agencies and local government units for a conflict-sensitive, peace-promoting, culture-sensitive and gender-sensitive approach to human rights promotion and development; and, (3) Empowering communities and strengthening their capacities to address issues of conflict and peace.

**1. Building Foundations for Peace.** The PAMANA Program continued to allocate funds for study grant and health insurance coverage of former combatants/former rebels and/or their next of kin in partnership with the CHED and PHIC, respectively:

- **Study Grant Program:** 1,212 grantees for AY 2017-2018
- **Health Insurance Program**
  - 17,386 enrolled in 2017
  - 23,062<sup>8</sup> enrolled in 2018
  - 24,192 enrolled in 2019
  - 21,913 enrolled in 2020
  - 24,425 enrolled in 2021
- Commenced in FY 2017, the PAMANA Program continued to allocate funds for the **Educational Assistance Program for IP students** in Regions IV-B (Oriental Mindoro), IX, X, XI and XIII in partnership with National Commission on Indigenous Peoples (NCIP):
  - 330 grantees for AY 2017-2018
  - 199 grantees for AY 2018-2019
  - 579 grantees for AY 2019-2020
  - 561 grantees for AY 2020-2021
- Likewise, the PAMANA Program continued to partner with the DENR for the provision of **livelihood support for or hiring of former rebels as forest guards:**
  - 668 in 2017
  - 633 in 2018
  - 627 in 2019
  - 636 in 2020

**2. Establishing Resilient Communities.** The PAMANA Program continued to allocate funds for community-driven development (CDD) interventions that promote convergent delivery of services and goods focused on households and communities in partnership with the DSWD.

- **Under FY 2017 PAMANA-DSWD:** Social preparation activities resulted to the identification and prioritization of 126 sub-projects for 10 Ancestral Domains (AD) in Regions IX, X, XI, XII and XIII.

STATUS: 126 social preparation activities completed

- **Under FY 2018-2019 PAMANA-DSWD:** Social preparation activities resulted to the identification and prioritization of 573 SPs under Batch 1 Cycle 2 and 2 and Batch 2 Cycle 1, respectively.

STATUS: 565 sub-projects completed and 8 ongoing

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<sup>8</sup> Adjusted

- **Under FY 2020 PAMANA-DSWD:** Social preparation activities resulted to the identification and prioritization of 677 SPs under Batch 1 Cycle 3- Mindanao, Batch 2 Cycle 2 and Batch 3 Cycle 1 -Luzon respectively.

STATUS: 408 sub-projects completed, 101 ongoing, and 168 not yet started

- **Under FY 2021 PAMANA-DSWD:** Social preparation activities resulted to the identification and prioritization of 498 SPs under Batch 3 Cycle 1- Mindanao and Batch 2 Cycle 3, Batch 3 Cycle 2 -Luzon respectively.

STATUS: 408 sub-projects completed, 101 ongoing, and 168 not yet started

**3. Promoting Sub-Regional Economic Development.** The PAMANA Program continued to allocate funds for sub-regional economic development interventions focusing on high-impact connectivity through infrastructure support, economic integration and employment generation in partnership with various government and non-government entities.

- **Under FY 2017 PAMANA**

- Hiring of 673 forest guards in support of the RRA Peace Table (DENR)
- Physical completion of 100 agricultural productivity support projects in Regions V, VII, VIII, IX, X, XI, XII, XIII, CAR and BARMM amounting to a total of PhP618,676,204 (LGU)
- Physical completion of 48 agri-fishery project in Region IV-B, V, VI, IX, X, XI, XII and XIII amounting to a total of PhP139,760,000 (LGU)
- Physical completion of 13 community infrastructure project in Region VI, VII, VIII, IX, XI, XII and BARMM amounting to PhP63,000,000 (LGU)
- Physical completion of 39 electrification projects in Regions IX, X, XI and XIII amounting to a total of PhP318,320,000 (LGU)
- Physical completion of 94 water supply projects in Regions V, VI, VII, IX, X, XI, XIII, BARMM and CAR amounting to a total of PhP534,750,000 (LGU)
- Physical completion of 58 road projects in Regions IV-B, V, VI, VII, VIII, IX, X, XI, XII, XIII and CAR amounting to a total of PhP2,514,953,000 as reported by DPWH and partner LGU.
- Physical completion of 5 bridge projects in Region V, VII, X and XIII amounting to a total of PhP343,000,000
- Physical completion of 1 flood control project on Region IX amounting to PhP2,000,000
- Physical completion of 10 livelihood project in Region V, VIII, CAR and BARMM amounting to a total of PhP1,050,205,190

- **Physical Completion of FY 2018 PAMANA-DPWH.** Physical completion of 92 road projects for Regions I, IVA, IVB, V, VIII, IX, X, XI, XII, XIII, and CAR amounting to a total of PhP 4,750,343,310.00 as reported by DPWH

- **Under FY 2020 PAMANA**

- Physical completion of nine (9) Water Supply Projects as support projects in Regions I, V, IX, X and CAR amounting to a total of PhP 8,500,000.00 (LGU)
- Physical completion of six (6) electrification projects in Regions IX, X and XII amounting to total of PhP 5,500,000.00 (LGU)
- Physical completion of eight (8) community infrastructure project in Region I, II, IV-I, IX, XI and CAR amounting to PhP 8,600,000 (LGU)
- Physical completion of Agricultural Productivity Support projects in Region X and BARMM amounting to total of PhP 4,000,000.00 (LGU)

## G. OPAPRU Performance, Systems and Business Processes Improved

As the agency continues to operationalize E.O. No. 158 on OPAPRU and effectively implements the comprehensive peace process and initiatives on reconciliation and unity to achieve the goals set forth in the executive issuance, the agency deems it significant to provide full support in the institutionalization of the following good governance mechanisms to continue its journey of internal transformation and the improvement of its business processes and systems:

1. **Performance Governance System (PGS)** – a performance management system tool that assists OPAPRU in translating its vision into actionable strategies and performance commitments leading to breakthrough results. OPAPRU has successfully passed the PGS Compliance Stage in 2021 and has organized its Multi-Sector Governance Council (MSGC), composed of eminent persons in the fields of peace and conflict resolution who are tapped to provide inputs, recommendations and linkages to key sectors. OPAPRU will be embarking on its journey towards the Proficiency Stage this second quarter of 2022 as its Office of Strategy Management is nearing its full maturity and functionality in strategy execution. The PGS Proficient Status is granted after an audit review of the organization's strategic performance as measured by its scorecard.
2. **Office for Strategy Management (OSM)** – the overall strategy manager of the agency composed of technical personnel from concerned OPAPRU units. Together with the PGS Core team, the OSM shall continue to be institutionalized as they are the prime movers in the PGS Implementation for breakthrough results. In 2022, the OSM will work towards further capacity development and improved processes in supporting our PGS Core Team and Champions towards steering OPAPRU into alignment of strategies, plans, programs and projects towards the achievement of our strategic goals.
3. **Multi-Sector Governance Council (MSGC)** – an advisory group composed of key individuals from various sectors of society. The MSGC provides guidance and targeted contributions to OPAPRU for the improvement of the agency's strategy, propagation of the government's peace and development agenda in their respective areas of influence, and assistance in program implementation. They will serve as the advisory board for implementing panels through the program administrators and shall be providing substantive advice and targeted contribution to OPAPRU for breakthrough results and the attainment of its strategic priorities.
4. **Quality Management System (QMS)** – the development of Quality Management System Manual and QMS-ISO 2015:9001 Certification is pursuant to Administrative Order No. 161 re: Institutionalizing Quality Management Systems in Government where one of the National Competitiveness Summit (NCS) Action Agenda is to effect actual improvements in public governance through the implementation of the International Organization for Standardization (ISO) 9000 series to ensure consistency of products and services through quality processes. As part of OPAPRU's continuing transformation process, the agency shall remain committed to enhancing its major internal business processes, most especially its financial management system.
5. **Program and Budget Advisory Committee (PBAC)** – responsible for instituting efficient prioritization, management, and monitoring of OPAPRU programs vis-à-vis budget and expenditure. It serves as an advisory body to assist the OPAPRU Management in determining priorities, discussions on allotment/aligning of OPAPRU funds, ensuring check-and-balance, transparency, and accountability in the planning, programming, accounting, execution, and monitoring and evaluation systems of OPAPRU.

The Junior PBAC is responsible for the integration and synchronization of planning, programming, budgeting, and execution, monitoring, and review of the results of operations/PAPs. They shall recommend revision/alignment in the operating Program and Budget to maintain an optimum balance between resources and objectives. On the other hand, the Senior PBAC approves proposed programming of the agency's resources and provides priority guidance on critical plans and budget issues/concerns, such as reallocation/realignment of funds among programs and/or OPAPRU units. We shall endeavor to strengthen this mechanism vital in the internal transformation of OPAPRU.



6. ***Bids and Awards Committee (BAC)*** – responsible for advertising and/or posting the invitation to bid, conducting pre-procurement and pre-bid conferences, determining the eligibility of prospective bidders, receiving and conducting the evaluation of bids, undertaking post-qualification proceedings, and recommending the award of contracts to the Head of the Procuring Entity or his duly authorized representative. The BAC is the overall procurement manager ensuring responsiveness and efficiency of the procurement process to the procurement requirements of OPAPRU programs and units.
7. ***Digitized Monitoring Dashboard*** – to ensure that the physical and financial targets are being accomplished as programmed, the agency through its Monitoring, Evaluation and Learning Service (MEALS) developed and operationalized the use of the digitized monitoring dashboard. Progress as reflected in the Program dashboards are regularly reported to the Management and Executive Committees.
8. ***Unit/Office of Primary Responsibility (UPR/OPR)*** – the primary unit/office designated based on expertise to lead and maintain responsibility and accountability for the scope of work assigned.
9. ***Complete Staff Work (CSW)*** – the process by which a staff member or organization officer thoroughly studies a problem or issue requiring a decision by a superior officer and makes a recommendation of the best option or solution, such that all that remains to be done on the part of the decision-maker is to indicate approval or disapproval of the recommended action. CSW enables OPAPRU staff to be effective, efficient and to create added value to our teams, committees, principals and stakeholders in the attainment of breakthrough results for peace, reconciliation and unity.