

# **Managing Performance in Peacebuilding: Framework for Conflict-Sensitive Monitoring and Evaluation**

**ACT for Peace Programme**

Managing Performance in Peacebuilding:  
Framework for Conflict-sensitive Monitoring and Evaluation

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The ACT for Peace Programme is a Government peacebuilding program that is supported by the Governments of Australia, New Zealand and Spain through the United Nations Development Programme (UNDP) in the Philippines as the managing agency. The Programme is implemented by the Mindanao Economic Development Council (MEDCo) in partnership with the Autonomous Region in Muslim Mindanao Regional Government.

The Programme seeks to strengthen peacebuilding and conflict transformation efforts towards sustaining the gains for peace and development in Southern Philippines.

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## List of Acronyms

ACO	Area Coordinating Office
AECID	Agencia Española de Cooperación Internacional para el Desarrollo
AMO	Area Management Office
AusAID	Australian Agency for International Development
ARMM	Autonomous Region in Muslim Mindanao
ARG	ARMM Regional Government
CASA	Credibility, Attribution, Significance and Affordability
CED	Community Economic Development
CSO	Civil Society Organization
DILG	Department of Interior and Local Government
EC	European Commission
KRA	Key Result Area
LFA	Logical Framework of Analysis
LGPMS	Local Governance Performance Management System
LGU	Local Government Unit
LSP	Local Service Provider
M&E	Monitoring and Evaluation
MEDCo	Mindanao Economic Development Council
MNLF	Moro National Liberation Front
MWG	Mindanao Working Group
NEDA	National Economic and Development Agency
NZAID	New Zealand Agency for International Development
OIA	Overall Implementing Agency
OPAPP	Office of the Presidential Adviser on Peace Process
PDAL	Peace and Development Advocates League
PDC	Peace and Development Community
PIAS	Programme Integrated Application System
PMC	Project Monitoring Committee
PMO	Programme Management Office
RPDO	Regional Planning Development Office
RPMES	Regional Project Monitoring and Evaluation System
SRC	State Revolutionary Committee
SoP	School of Peace
UNDP	United Nations Development Programme

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## Introduction

This document is a product of extensive discussions, research and consultations among the Action for Conflict Transformation (ACT) for Peace Programme staff and key partners to draw out and integrate the concepts, principles and theories in peacebuilding and conflict transformation, as well as the Programme's years of experience in working with conflict-affected and conflict-vulnerable communities in varying contexts and situations. This framework also draws guidance from studies and publications in peacebuilding and conflict transformation done by renowned social scientists and institutions whose works have helped shape the Programme's own theories and practices.

As a guide to understanding the Programme as a peacebuilding initiative vis-à-vis other development-oriented interventions, the framework lays down the principles, objectives, system, tools and reports on conflict-sensitive monitoring and evaluation, as an important element of peace-based performance management. In using this "peace lens," the Programme puts premium on performance that not only achieves the desired development results, but also promotes peace, and reduce, if not prevent, violent conflict. This document further incorporates gender-based concepts and perspectives, particularly on women empowerment and participation in conflict management and peacebuilding initiatives.

Intended primarily for the utilization of Programme implementers and partners in local government units (LGU), Peace and Development Advocates' Leagues/Alliances (PDALs), the Mindanao Economic Development Council (MEDCo), the Autonomous Region in Muslim Mindanao - Autonomous Regional Government (ARMM-ARG), and the United Nations Development Programme (UNDP), the framework is also a valuable reference for other institutions and groups working in the peace and development arena, as well as those who have a major stake and interest in building sustained peace in Mindanao.



## Background

### About the Programme

The ACT for Peace Programme is the fourth phase of the Government of the Philippines-United Nations Multi-Donor Programme (GoP-UN MDP) that started in 1997 as a humanitarian assistance in support to the implementation of the Government of the Philippines-Moro National Liberation Front (GoP-MNLF) 1996 Final Peace Agreement. The Programme has now evolved as a major peacebuilding<sup>1</sup> and conflict transformation<sup>2</sup> initiative that currently operates in 277<sup>3</sup> barangays known as Peace and Development Communities (PDCs) spread in 20 provinces in Southern Philippines. The Programme started implementation in June 2005 and is originally scheduled to conclude in May 2010. However, with fresh fund infusion from New Zealand Aid for International Development (NZAid) to expand Programme operations in the Caraga region and the implementation of the European Commission-funded Strengthening Response to Internal Displacement-Mindanao (StRIDE-Mindanao) project, the Programme is projected to extend operations beyond 2010.

The Programme is one of the ongoing donor-supported programs that are significantly contributing to peacebuilding efforts in Mindanao, in pursuit of the national government's peace agenda as outlined in Chapter 14 of the Medium Term Philippine Development Plan (2004-2010). Its implementation is supervised by the MEDCo as its Overall Implementing Agency (OIA) and the ARMM Regional Government as Lead Implementing Agency (LIA) for ARMM. UNDP serves as its Managing Agency.

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- 1 **Peacebuilding** - Initiatives that "foster and support sustainable structures and processes which strengthen the prospects for peaceful coexistence and decrease the likelihood of the outbreak, reoccurrence or continuation of violent conflict" (Bush, 1996:76). Measures designed to consolidate peaceful relations and strengthen viable political, socio-economic and cultural institutions capable of mediating conflict, as well as strengthen other mechanisms that will either create or support the creation of necessary conditions for sustained peace. (Adapted from International Alert, Resource Pack for Conflict Transformation, London, International Alert: March 2003).
  - 2 **Conflict transformation** - "A process of engaging with and transforming the relationships, interest, discourses, and, if necessary, the very constitution of society that supports the continuation of violent conflict." (Hugh Miall) Also refers to the deliberate interventions pursued by key actors in the conflict setting to effect peaceful change. "Represents a comprehensive set of lenses for describing how conflict emerges from, evolves within and brings about changes in the personal, relational, structural and cultural dimensions, and for developing creative responses that promote peaceful change within those dimensions through non-violent mechanisms." (John Paul Lederach 1994)
  - 3 Programme target is 278 PDCs by 2010; (263 PDCs plus 15 new PDCs in Caraga Region).

By supporting human security and development in marginalized, conflict-affected communities, the Programme is also responsive to the Millenium Declaration's overarching goal of reducing poverty by 2015. The Programme's peacebuilding interventions are aimed at strengthening social capital, hence, supporting the promotion of human security and development aspirations of its service constituency. It is also consistent with the UN Development Assistance Framework (UNDAF) Outcome 5, which calls for the reduction of the level of violent conflict, and the promotion of human security and the culture of peace nationwide. It further adheres to the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), and promotes gender equality & women empowerment, in support to achieving the Millenium Development Goals (MDGs). Likewise, the implementation of ACT for Peace is informed by strategic priorities for peace and development of its Programme donors.

In line with the Paris Declaration on Aid Effectiveness, the Programme has continuously taken steps to respond to continuing peace and development challenges through stronger collaboration and convergence with other peace and development initiatives operating on the ground, towards achieving harmonized and inclusive development results alongside its partners. Towards this end, it has been actively participating in the Mindanao Working Group<sup>1</sup> (MWG) technical-level peacebuilding convergence efforts. The Programme has also continued to collaborate with national government agencies and local government units in the implementation of peace and development interventions.

### **Why Performance Management?**

The Programme has adopted performance management as a strategic framework and approach in managing and improving performance. The overall goal is to optimize results and align all operating units, systems and processes in order to achieve Programme objectives and contribute to larger peacebuilding and conflict transformation. It also aims at enhancing organizational learning and support substantive accountability among partners and stakeholders (UNDP: 2002).

Performance management enables the Programme to provide timely and accurate information, as well as generate feedback from partners and stakeholders. This can build the platform for scaling up of initiatives and sustainability of peacebuilding efforts, and provide basis for corrective and remedial actions. Performance management further promotes harmonization, ownership and accountability among aid programs and projects. It further builds on existing frameworks and systems of key government partners and stakeholders, and where applicable, aligns these mechanisms and processes to duly established systems.

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<sup>1</sup> The Mindanao Working Group is a mechanism/sub-group under the Philippines Development Forum (PDF) is a venue for information exchange between and among the government and donors' group, and helps facilitate coordination among foreign-assisted peace and development interventions in Mindanao.

In operationalizing performance management, the Programme initially went through the process of formulating the performance management framework, and setting the standard and measures of performance at the designing phase of the Programme management cycle. This was followed by system installation and tools development at the planning and pre-implementation phase. Deployment of operating systems and implementation of Monitoring and Evaluation (M&E) Operations' Plan is ongoing to effectively measure performance at various stages of implementation. As the Programme gains more experience and matures in peacebuilding work, the system will be developed and enhanced further in order to sustain conflict-sensitive performance management processes beyond the Programme's life.

The Programme's performance management system essentially covers and integrates the following functional units: a) Personnel management; b) Office/administrative management; c) Financial management; d) Project management; e) Information management; and f) Knowledge management. It further aligns management processes (i.e., planning, implementation, monitoring and evaluation, and communication), and enhances coordination among functional units and areas of operations in order to maximize performance.

**Personnel management** puts focus on Programme staff selection and recruitment, compensation and benefits, training and development, and performance appraisal of individual staff. **Financial management** covers planning and programming of financial resources, budget preparation and execution, periodic monitoring and reporting on financial performance. **Office or administrative management** deals with logistics, procurement of services and asset management, as well as security management. **Information management** utilizes information technology in establishing a system that will facilitate exchange of information within and outside the Programme. **Knowledge management** captures organizational learning that is shared with key partners and stakeholders.

**Project management** is at the heart of Programme operations, around which the other functional units of the performance management system revolve. It covers planning, implementation and delivery of inputs and activities to intended partners and beneficiaries. It also includes monitoring and evaluation of project outputs, benefits and peace outcomes, and communicating how these interventions are contributing to larger peacebuilding efforts at the national level and beyond.

The following sections mainly focus on project performance measurement – its framework, system, tools and reports, as well as its linkage with existing M & E systems.

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## Performance Management and Conflict Transformation

As a peacebuilding initiative, the Programme sees performance management as an approach to ensure that projects and activities are contributing to the process of conflict transformation, resulting to enhanced human security and wider peace constituencies. Violent conflict often slows down, if not totally destroys community development projects, resulting to extensive emergency relief and humanitarian assistance. Rebuilding trust and confidence between and among conflicting groups, and those affected by armed conflict takes time and a lot of efforts and resources. Through conflict-sensitive and performance-based approach and system, Programme strategies and operations are expected to substantially address the priority needs and concerns of conflict-affected and conflict-vulnerable communities in a timely and efficient manner, as well as enhance the enabling environment for conflict transformation. Integral to its peacebuilding mandate is the call for gender responsiveness of the Programme and its partner institutions. Thus, special attention is given for women to be able to harness their skills and actively participate in peace and development initiatives.

Peacebuilding is about change – knowing when it happens, understanding how it happens and working on how to sustain and scale up such change. The process of peacebuilding and conflict transformation looks deep into the four dimensions of change as brought about by social conflicts – personal, relational, structural and cultural (Lederach et. al., 2007).

**Personal transformation** involves changes in knowledge, skills, attitude and behavior of individuals who are directly or indirectly affected by armed conflict.

**Relational transformation** revolves around changes in communication patterns, leadership and management of conflict situations involving various groups within a community.

**Structural transformation** involves changes in social conditions, procedural and institutional patterns as brought about by protracted armed conflict.

**Cultural transformation** involves changes in cultural patterns as shared by a group of common ethno-linguistic background or religion.

While personal and relational dimensions propose changes at the individual, interpersonal and community levels, structural and cultural dimensions

engage processes that impact institutions and wider social, political or economic patterns. Measurement of performance in relation to the extent and durability of these changes is done through monitoring and evaluation at various stages in the Programme management cycle. Examples of specific changes in each of these dimensions, based on the Programme's experience, are listed in *Table 1. Dimensions of Change*.

**Table 1. Dimensions of Change**

DIMENSIONS OF CHANGE	EXAMPLES
<b>Personal</b>	<ul style="list-style-type: none"> <li>▶ Increased knowledge and understanding of basic human rights and how the barangay justice system works among key leaders in the PDC;</li> <li>▶ Shifts in mindsets among MNLF combatants, from a combat/defense orientation to peace and development advocacy evident among PDAs;</li> <li>▶ Skills developed in conflict prevention, Peace and Conflict Impact Assessment, and conflict-sensitive planning among LCEs, MNLF members, and government agencies;</li> <li>▶ Greater tolerance of different perspectives among PDC residents;</li> <li>▶ From apathy to empathy with the Moro and IP struggle for equal rights and access to resources and opportunities among predominantly Christian populace in PDCs;</li> <li>▶ From violent behavior to assertiveness among community leaders in lobbying for improved delivery of social services with local government partners</li> <li>▶ From indifference to recognition of women rights, issues and concerns for equal access to resources and economic opportunities;</li> </ul>
<b>Relational</b>	<ul style="list-style-type: none"> <li>▶ From former adversaries to partners in peace and development efforts, with provincial and municipal technical working groups being co-chaired by local chief executives and MNLF state chairpersons;</li> <li>▶ From divided community affected by conflict to socially cohesive PDC;</li> <li>▶ From apprehensions of MNLF combatants- turned-Peace and Development Advocates (PDAs) to trust in them, as manifested in the election of MNLF/PDAs to municipal or barangay positions;</li> <li>▶ From discouraging to encouraging women to participate in community peacebuilding activities;</li> </ul>
<b>Structural</b>	<ul style="list-style-type: none"> <li>▶ From "exclusivity" to "inclusiveness" of different groups in community project implementation and management;</li> <li>▶ Wider access to potable water and health services in PDCs, resulting to reduced vulnerabilities to water-borne diseases which are a threat to human security;</li> <li>▶ Increasing people participation in conflict-sensitive and peace-promoting Barangay Development Plan (BDP) formulation and implementation;</li> <li>▶ From "top-to-bottom" to consultative and participatory development practices among local leaders;</li> <li>▶ Establishment of conflict management mechanisms in the PDCs that recognize both indigenous and legal systems of managing and resolving local conflicts;</li> <li>▶ Adoption of peace principles, perspectives and tools in planning and legislation among LGUs;</li> <li>▶ Allotment of LGU funds for local peacebuilding initiatives;</li> <li>▶ Women are assuming leadership and decision-making roles at various levels of governance and project management;</li> </ul>
<b>Cultural</b>	<ul style="list-style-type: none"> <li>▶ Joint celebrations of important cultural events among IPs, Muslims and Christians in PDCs;</li> <li>▶ Annual celebration of the Mindanao Week of Peace in all PDCs and local government partners;</li> <li>▶ Integration of Culture of Peace (CoP) in the curricula of established Schools of Peace (SoPs);</li> <li>▶ Promotion of CoP in the security sector;</li> <li>▶ Improved peace reportage among media practitioners and institutions in Mindanao;</li> <li>▶ Wider recognition and acceptance of women as equal partners in peace and development efforts.</li> </ul>

All peacebuilding initiatives implemented and supported by the Programme are directed to contribute if not bring about these behavioral changes among its key partners and stakeholders: a) Peace and Development Communities (PDC) and other conflict-affected and conflict-vulnerable areas; b) Local government units (LGU) and civil society organizations (CSO); c) Schools, religious groups and media practitioners. Capture, analysis and reporting on these changes is at the core of conflict-sensitive monitoring and evaluation.

Measuring performance for conflict transformation requires strong link and coherence between operational measures (physical and financial performance) and transformational measures (outputs, benefits and peace outcomes). Short-term results from activities essentially provide the building blocks for achievement of development benefits and peace outcomes in the medium term, and the achievement of impact and sustainability in relation to national goals and ‘peace writ large,’ which, beyond Programme goals, refers to larger peace objectives to which the Programme can contribute in the long term (CDA, 2004).

### **What are the Objectives?**

Peace-based performance management is anchored on three objectives. The first objective is to capture and report on performance expressed in terms of inputs and activities, outputs, benefits, peace outcomes and impacts. Efficiency is indicated when Programme results are being produced in the most economical manner, with timely delivery of inputs and activities contributing to overall effectiveness. Effectiveness is the extent to which outcomes are achieved through projects and activities. Sustainability is the extent to which the Programme has set up structures, processes and mechanisms that will sustain the gains of peacebuilding and conflict transformation beyond the Programme’s life.

The second objective is to promote and sustain learning through reflective peace practice, either as individuals, organizations, or as a wider “learning community” of peace workers and peace advocates. Peacebuilding in practice is not only about measuring Programme performance in terms of results and the theories of change. It also involves creative learning which encourages peace workers to build their capacities and learn from the change processes that they promote.

The third objective is to establish links with existing frameworks of key partners and stakeholders. In line with the Paris Declaration on Aid Effectiveness, the Programme utilizes and builds on established frameworks in developing its performance management system, tools and processes. This

maximizes resources, widens ownership, and strengthens capacities among partners and stakeholders. In crafting these objectives, the Programme is guided by the following principles:

**Reflection.** Peacebuilding is about building knowledge, understanding and improvement of practice through explicit and disciplined reflection. It requires experiential adult learning approach that involves an action-reflection process in order to continuously generate and apply knowledge based on first-hand experience. The learning process is, thus, integrated all throughout the Programme management cycle.

**Participation.** Learning in peacebuilding is enhanced by broad participation, interaction and exchange of knowledge and experiences within and among different groups and actors - communities, LGUs and CSOs, other partners and stakeholders, and peace practitioners. This “learning community” forms a wide constituency of peacebuilders and staunch advocates of change needed to own and sustain the learning process.

Participation also recognizes the fundamental rights of women to be involved in development undertakings. Thus, demands for their inclusion in peace and development processes that are historically dominated by men.

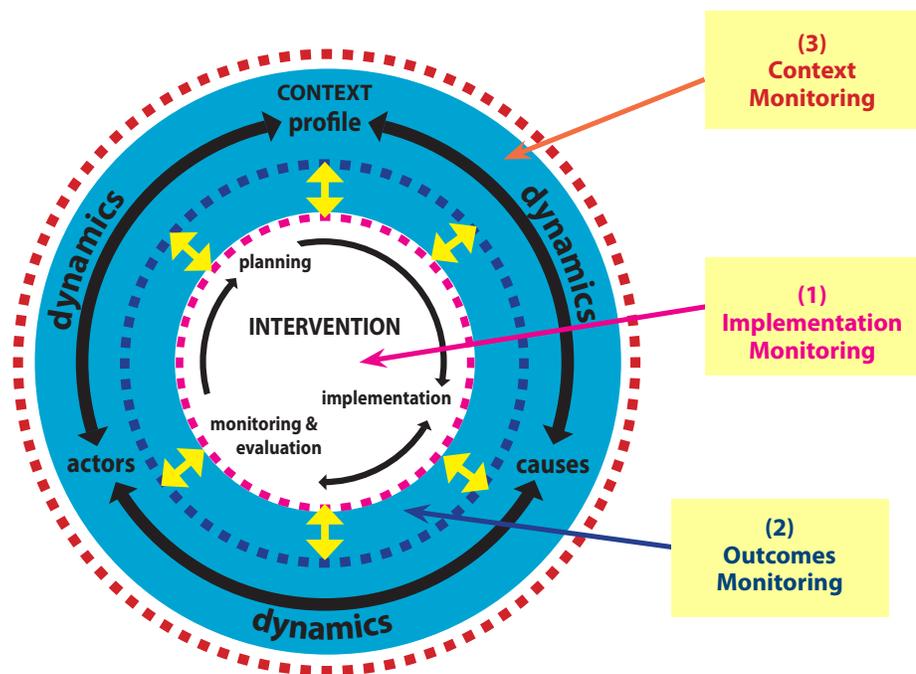
**Flexibility.** Peacebuilding is a complex and fast-evolving process that requires enough flexibility for the Programme to effectively adapt to ever-changing situations brought about by the dynamics of peace and conflict at various levels.

Flexibility also implies sensitivity to differences in the needs, strategies and approaches between men and women, paving the way for equitable access to socio-economic and political opportunities, thereby promoting gender equality.

**Results-oriented.** Peace-based performance management has a strong bias to capture, analyze and report on the Programme’s performance and achievement of objectives through inputs and activities, resulting to outputs and outcomes, and contributions to peace impact, to effect change and sustain conflict transformation.

## Dimensions of Conflict-sensitive Monitoring and Evaluation

What makes the Programme distinct from other development programs and projects is its peace-oriented nature which puts premium on the achievement of results that promote peace, and reduce, if not prevent, violent conflict. Having this “peace lens,” the Programme looks at three important areas in relation to peacebuilding monitoring and evaluation: 1) Implementation Monitoring; 2) Outcomes Monitoring; and 3) Context Monitoring.



Sources: Africa Peace Forum (2004) and Lederach, et.al. (2007)

Figure 1. Dimensions of Conflict-sensitive M&E

Implementation monitoring is focused on the delivery of inputs and activities, and how they result to outputs. Outcomes monitoring measures development benefits and behavioral changes in relation to the four dimensions of change brought about by conflict. Context monitoring looks at changes in the Programme’s operating environment, particularly on the dynamics of peace and conflict that can affect performance.

Implementation monitoring is the most common type of monitoring that all programs and projects are quite familiar with. This aspect of

monitoring is within the direct control of the Programme as it tracks the delivery of inputs through activities and projects, and its outputs.

Outcomes monitoring, on the other hand, measures development benefits from projects, and the attainment of peace outcomes in the four dimensions of change. This second aspect of conflict-sensitive monitoring is not within the direct control of the Programme. The positive changes resulting from various project interventions, however, speak well of the Programme's degree of influence and success in changing the dynamics of conflict toward sustained peace.

Monitoring the Programme's context or operating environment is also equally important in peacebuilding. External factors can affect either positively or negatively the delivery and results of Programme interventions. Close tracking of changes in the context can inform management of appropriate peace-promotive strategies and needed adjustments to respond more effectively to the effects of conflict.

### How does the M&E system look like?

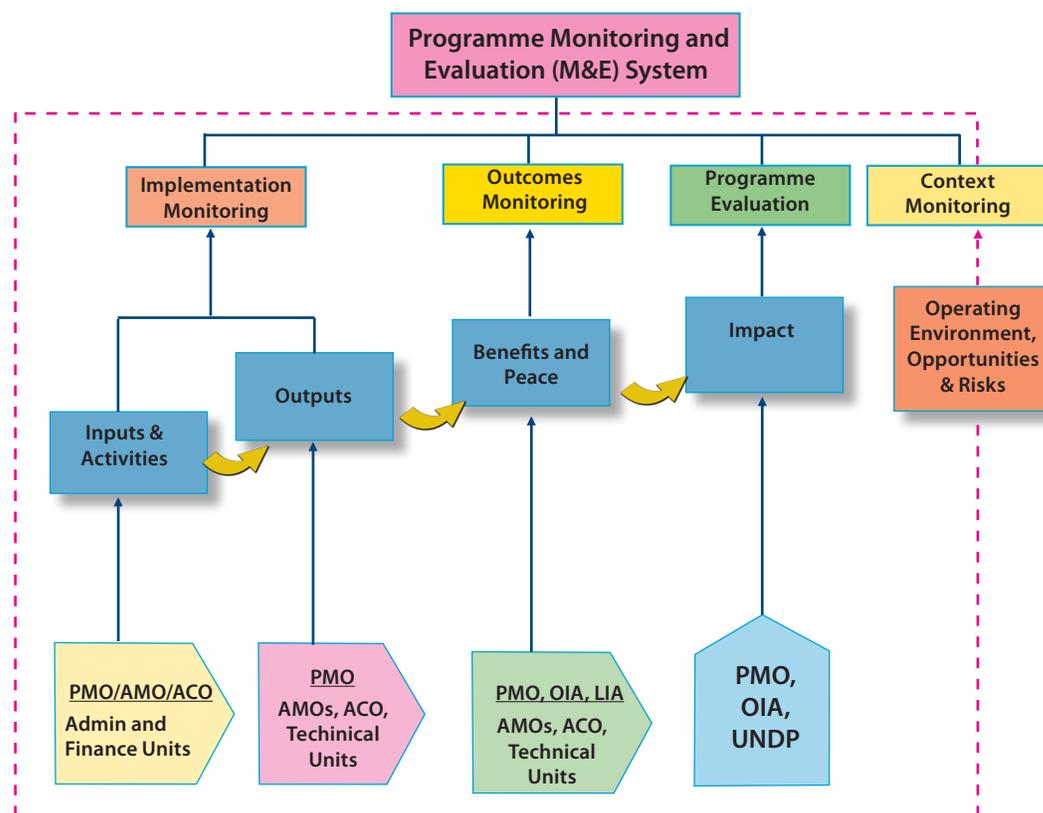


Figure 2. Programme Monitoring and Evaluation System

The Programme's M&E system consists of four elements: a) Implementation monitoring; b) Outcomes monitoring; c) Context monitoring; and d) Programme evaluation. Implementation monitoring is focused on physical and financial performance tracking, delivery of inputs and activities, and production of outputs. Outcomes monitoring examines development benefits and peace outcomes or the extent of behavioral changes in relation to the four dimensions of change brought about by conflict. Context monitoring describes changes in the Programme's operating environment, particularly on the dynamics of peace and conflict that provide opportunities as well as risks that can affect performance. Programme evaluation makes periodic assessment of what the Programme has achieved (or not achieved), its significance and contribution to impact in terms of sustaining the gains and changes that are happening.

The system provides a structure and mechanism for efficient data management, analysis and reporting on Programme performance and organizational learning. All operating areas and units, as well as implementing partners of the Programme are involved in monitoring and evaluation at various levels and capacities. Administrative and finance units report on physical and financial performance of inputs and activities. The technical units report on outputs. The PMO, OIA (MEDCo) and LIA (ARMM-ARG) share responsibility in monitoring and reporting of benefits and peace outcomes to donor agencies. At the level of impact, MEDCo and UNDP track and report on the Programme's contribution to national peace goals and peace writ large.

## **What guides the system?**

The Logical Framework of Analysis (LFA), Results and Peace Significance Analysis, and Context Analysis provide detailed analyses of results and measures of performance that guide the Programme's M&E system and processes.

### **A. Logical Framework of Analysis**

The LFA or "logframe" is a conceptual and analytical tool that describes the vertical and horizontal logic and inter-relationship of Programme objectives, results and key activities. It is essentially the backbone of the Programme's M&E framework. The vertical logic illustrates how results at various levels of the design hierarchy interact with each other – from inputs and activities to purpose and goal; from outputs to outcomes that contribute to impact at the macro level. The horizontal logic establishes the connection of the objectives to the expected results that will be measured through the indicators or evidence that changes or transformations are happening. Achievements of these results are based on certain risks and assumptions that provide the context and operating environment of the Programme upon its conception.

Assumptions describe the pre-conditions and related factors that are critical in the achievement of the stated purpose and results. Risks describe the factors (i.e., conflict, related events and situations) that would negate the assumptions and can adversely affect Programme operations. Risk levels set as high, medium or low, are determined based on the degree of consequence and likelihood that these risk will happen. Risks at high and medium levels require a corresponding mitigating strategy.

Presented in Table 2 is a snapshot of the Programme's logframe. The full LFA document is provided in Annex A.

**Table 2. Logical Framework of Analysis**

Objectives	Results	Indicators	Assumptions & Risks
<p>Goal:</p> <p>To contribute to the promotion of national harmony and a just conclusion of the government's peace process</p>	<p>Impact:</p> <p>The peaceful settlement of major sources of grievance, transformation of conflict-affected communities into peace and development areas, and healing of social wounds brought about by long drawn internal armed conflict</p>	<ul style="list-style-type: none"> <li>▶ No. of conflict-affected areas reporting on the progress of their rehabilitation and development</li> <li>▶ No. of communities engaging in interfaith dialogues, healing and reconciliation activities</li> <li>▶ No. of disputes/conflicts peacefully settled</li> </ul>	<p>Violent and destructive conflicts continue, even as peaceful negotiated settlement of the conflicts involving the Moro Islamic Liberation Front (MILF) and the National Democratic Front are being pursued</p>
<p>Purpose:</p> <p>To strengthen peacebuilding efforts and sustain the gains for peace and development in Southern Philippines</p>	<p>Outcomes:</p> <ol style="list-style-type: none"> <li>1. Transformation of PDCs, and other conflict-affected and conflict-vulnerable areas is sustained; and community efforts to develop and advance their own initiatives for peace and human security are harnessed;</li> <li>2. Peacebuilding and conflict transformation (prevention, management and resolution) capacities of actors and institutions are strengthened and institutionalized;</li> <li>3. Critical partnerships towards sustaining an environment of trust, confidence and collaboration for peace and development are strengthened.</li> </ol>	<ul style="list-style-type: none"> <li>▶ No. of PDCs that have enhanced abilities to plan, implement, institutionalize and replicate initiatives that promote peace and address threats to human security</li> <li>▶ No. of LGUs and organizations that model practices, systems and structures in conflict transformation and peacebuilding</li> <li>▶ Evidence of improved interaction among peace networks, LGUs, government agencies, the security sector, MNLF, media, academe, private and religious sectors in promoting peace and development</li> </ul>	<p>There is need for a set of complementary actions that will, in the immediate term, sustain the relative peace and stability that has resulted from the GRP-MNLF peace agreement</p>
<p>Inputs and Activities (Component 1):</p> <ol style="list-style-type: none"> <li>1. Further development and mobilization of Peace and Development Advocates (PDAs)</li> <li>2. Enhancement of peace-based tools and references</li> <li>3. PO organizing in expansion areas, with attention to the participation of women</li> <li>4. Mobilization of Local Social Formations</li> </ol>	<p>Output:</p> <ol style="list-style-type: none"> <li>1.1 Increased number of People's Organizations (POs) and local social formations (LSFs) able to undertake and participate in peace-based planning process and facilitate equitable access to opportunities and participation</li> </ol>	<ul style="list-style-type: none"> <li>▶ No. of POs (including women's groups) and LSFs organized and strengthened</li> <li>▶ No. of Barangay Development Plans (BDPs) with peacebuilding dimension adopted by the Barangay Council</li> <li>▶ No. of PDCs able to mobilize internal and external resources for BDP</li> </ul>	<ol style="list-style-type: none"> <li>1. PDAs, PDALs and other peace advocates continue to contribute to peacebuilding</li> </ol> <p>Risk: PDA&amp; PDAL effectiveness is affected by developments within the MNLF</p> <p>Risk Level: Low (Medium Consequence; LowLikelihood)</p>

## **B. Results and Peace Significance Analysis**

The Results and Peace Significance Analysis provides a detailed analysis of the Programme's results and its underlying theories of change. It also explains the peace significance of indicators which serve as proof or evidence that the results or changes are being achieved.

A **theory of change** is a set of beliefs about how change happens. While such theory broadly explains the logic behind the Programme's approaches, it also looks for specific changes that can easily be monitored and evaluated. As discussed earlier, the Programme looks at significant changes and the theories of change behind it in four dimensions of conflict transformation - personal, relational, structural and cultural. These are reflected in the LFA indicators which describe specific changes in the knowledge, skills, attitudes and behaviors of key partners and stakeholders, as well as changes in communication patterns and working relationships between and among claim holders and duty bearers, among others. Theories of change make planners and implementers aware of the Programme's key assumptions. It also ensures that activities, outputs and outcomes are logically aligned.

**Indicators** consist of information that signals change (Church and Rogers, 2006). An indicator is a quantitative, qualitative or a combination of quantitative and qualitative factor or variable that provides a simple and reliable means to reflect the changes connected to an intervention. Indicators enable Programme implementers to perceive differences or improvements relating to the desired changes, reflected as outputs, and as progress towards outcomes.

Indicators for the Programme were selected based on four "CASA" criteria that stand for credibility, attribution, significance and affordability. Credibility describes the reliability of information and its sources. It ensures that the indicators selected by the Programme and its data sources are highly reliable. Attribution describes the Programme's contribution to changes based on gathered information. Through the indicators, it connects the changes being observed to various projects and activities. Significance filters the information that will help explain the links between changes at various levels of the results' chain. It defines the evidence of change that strongly suggests a major gain and contribution of the Programme to wider peacebuilding. Affordability makes sure that the process of data collection and analysis will be both practical and cost effective. Thus, it takes out indicators deemed difficult and expensive for the Programme to track.

Indicators, however, are only approximations of, and not the desired change itself. Thus, its interpretation requires thorough analysis and understanding of changes in the Programme's context over a period of time.

The following guide questions have been useful in choosing performance indicators at the levels of outputs and outcomes.

**Table 3. Selection Criteria for Performance Indicators**

Selection Criteria	Key Question
Credibility	Are the information/sources of information reliable and verifiable?
Attribution	To what extent will the Programme be able to contribute to the change?
Significance	Will the information help us make the connection between the “layers” of peace work?
Affordability	Will the collection/tracking of information be within the means of the Programme?

Presented below in Table 4 is a snapshot on the theories of change and the indicators for each of the three Programme outcomes. The full document on Results and Peace Significance Analysis is provided in Annex B.

**Table 4. Results and Peace Significance Analysis**

RESULT	THEORY OF CHANGE	INDICATORS	PEACE SIGNIFICANCE
<b>OUTCOMES</b>			
<b>Outcome 1</b> Transformation of PDCs, and other conflict-affected and conflict-vulnerable areas is sustained; and community efforts to develop and advance their own initiatives for peace and human security are harnessed;	Conflict-prone areas require complementing support to sustain their transformation into peaceful, resilient and developing communities; they are the peace constituents at the grassroots level and can influence other conflict-affected areas; their experience can be the foundation of peace-oriented policies	<ul style="list-style-type: none"> <li>▶ No. of PDCs that have enhanced abilities to plan, implement, institutionalize and replicate initiatives that promote peace and address threats to human security</li> <li>▶ No. of communities undergoing conflict transformation processes</li> </ul>	<p><b>Rights-Based Approach at the Grassroots.</b> Collective abilities of grassroots communities to plan, implement and sustain/adapt signal the exercise of rights and taking on of responsibilities, which are at the core of “transforming communities”</p> <p>Communities that have a stake in the transformation of their areas will seek and adapt to more effective ways of dealing with differences and conflicts, and of sustaining peaceful change</p>
<b>Outcome 2</b> Peacebuilding and conflict transformation (prevention, management and resolution) capacities of actors and institutions are strengthened and institutionalized; and	Working with a larger base of local actors will strengthen responsiveness of duty bearers and civil society to the aspirations of conflict-affected communities; and strengthen local capacities for conflict transformation and peacebuilding	<ul style="list-style-type: none"> <li>▶ No. of LGUs and organizations that model practices, systems and structures in conflict transformation and peacebuilding</li> <li>▶ No. of LGUs and organizations that have peace-promoting capacities, systems, processes and approaches</li> </ul>	<p><b>LGUs and Rights-Based Approach.</b> LGUs are the prime duty bearers at the local level. They are mandated to respond to the aspirations of constituents particularly vulnerable communities. LGUs can take the lead in the creation of an environment that is more favorable for sustained peace and development.</p> <p><b>Peace and Horizontal Relationships.</b> Collaborative efforts of LGUs and other local stakeholders can strengthen relationships that are essential to peace and conflict transformation; and can provide the linkage between grassroots and top level peace actors</p>
<b>Outcome 3</b> Critical partnerships towards sustaining an environment of trust, confidence and collaboration for peace and development are strengthened	Working with key institutions, particularly “culture bearers,” broaden peace constituency and nurture the environment for peace	<ul style="list-style-type: none"> <li>▶ Evidence of improved interaction among peace networks, LGUs, government agencies, the security sector, MNLF, media, academe, private, and religious sectors in promoting peace and development</li> </ul>	<p><b>Peace and Vertical Relationships.</b> Key “top level” institutions (duty bearers, private sector, civil society and non-state actors) can provide policy and institutional support to local initiatives that build an overall positive environment for peace.</p> <p>Culture bearers (religious groups, schools and the media) play key roles in evolving and promoting a culture of peace to a larger audience which will broaden peace constituency and lead to generational change.</p>

### C. Context Analysis

The success of any peacebuilding initiative lies on how it effects positive change, and the extent to which such change can and will be sustained. This can only happen if implementers and management have total grasp of the conflict situation, other critical factors and risks that define the operating environment of a peacebuilding program or project. Armed conflict is one major factor that can “make or break” any initiative meant to bring peace. Given the right approach and timing, these peacebuilding interventions have the potential to reduce if not prevent an escalation of conflict in a conflict-prone setting. However, hasty planning and poor analysis of conflict dynamics can unwittingly unleash the spiral of violence and aggravate conflict.

Given this reality, the Programme makes conscious effort to incorporate risk and conflict analyses in its planning and programming activities, as well as track changes in the risks and dynamics of conflict in its operating environment, as part of its context monitoring and analysis.

Presented below is a list of Programme risks and challenges, and mitigating strategies for 2009, as an output of the context analysis conducted in December 2008.

**Table 5. Context Analysis Matrix**

Risks and Challenges	Programme Response /Mitigating Strategies and Key Actions
Inconclusive peace negotiations with the MILF and communist rebels will certainly become major sources of armed conflicts in Mindanao, and displacements of population. Rise in criminal acts like kidnapping and ambushes will further threaten peace and security of PDCs.	<ol style="list-style-type: none"> <li>1. Update Conflict Analysis/Conflict Vulnerability Assessment of PDCs and come up with a new Contingency Plan</li> <li>2. Complete the formation of disaster preparedness teams at the PDC level</li> <li>3. Step up peace advocacy initiatives with partners</li> <li>4. Prepare operational plan for the newly approved EU-funded humanitarian section of the Programme, the StRIDE-Mindanao</li> <li>5. Enhance capacity of PDALs as emergency responders partner</li> </ol>
Unstable security condition will hamper field operation due to restricted travels of staff to conflict vulnerable areas	<ol style="list-style-type: none"> <li>1. Maximize partnership engagement and local service availment</li> <li>2. Employ effective contract management</li> <li>3. Intensify capacity-building for PDAs on project management, monitoring and reporting</li> </ol>
Unpredictable natural calamities/disasters from a combination of sources: early sign of climate change, heavily denuded forest areas of Mindanao to name the major two. Such calamities disrupt the economic activities of people in hard-hit PDCs.	<ol style="list-style-type: none"> <li>1. Capacitate more PDAs on early warning system/ disaster/ hazard mapping and preparedness planning</li> <li>2. Develop PDC mechanisms to response to disaster situations</li> <li>3. Support environment related Community Economic Development (CED) projects</li> </ol>
Global financial crisis will worsen poverty situation in the PDCs. Hopelessness that may result from this situation could fuel discontent and restiveness in conflict prone communities.	<ol style="list-style-type: none"> <li>1. Implement CED projects on inter-PDC scale</li> <li>2. Improve PDCs linkages and resource mobilization capacities</li> </ol>
LGU limited resources to support PDC priority needs.	<ol style="list-style-type: none"> <li>1. Initiate and optimize convergence projects with other ODAs and government agencies</li> </ol>
LGU officials early preparation for next year's synchronized national and local election. These officials may use Programme interventions for political advantage	<ol style="list-style-type: none"> <li>1. Start all projects implementation during the first half of the year</li> <li>2. Strengthen project appraisal and evaluation systems to ensure transparency and accountability</li> </ol>
Capturing performance and communicating peace gains	<ol style="list-style-type: none"> <li>1. Enhance M&amp;E and reporting system</li> <li>2. Continue staff and partners capacity development on results-based M&amp;E and report preparation</li> </ol>

## What are the tools?

The following section provides a bird's eye view of the M&E tools being used by the Programme in relation to project management, as guided by the LFA, and the Results and Peace Significance Analysis. Detailed discussion about these tools, the processes involved, and report formats are in a separate volume on Guidelines on Data Management, Analysis of Performance and Reporting.

The tools incorporate gender analytical tools and gender mainstreaming indicators taken from the Programme's Gender and Development (GAD) for Peace Framework.

### A. Implementation Monitoring

Implementation monitoring provides feedback on the delivery of Programme inputs and activities in relation to the delivered outputs. This "input-output" monitoring keeps track of physical and financial performance through feedback on resources and process requirements, delivery of specific projects and activities, and its resulting immediate outputs. The table below provides some of the tools that are used in implementation monitoring.

**Table 6. Implementation Monitoring Tools**

TOOLS	BRIEF DESCRIPTION
<b>A. Inputs and Activities</b>	
Annual Work Plan (AWP)	Provides information on the Programme's yearly implementation plan and resources programming; gives details on physical and financial targets, inputs/resources requirements, and activities on a quarterly basis.
Project Terms of Reference and Activity Proposal/Design	Provides information on the implementation plan of a specific project or technical assistance, either contracted to partners and LSPs, or directly implemented by the Programme; gives specific details on physical and financial targets, inputs and activities, and timelines.
Annual Unit KRA/Work Plan, Travel and Activity Plan	Annual and monthly calendar of activities of every Programme Unit and staff; provide information on specific activities that need to be conducted, expected outputs and resource requirements.
Travel Authorization and Request for Cash Advance (TARCA)	Provides details on specific activities to be conducted, budget and logistics requirements for each travel
<b>B. Outputs from Projects and Activities</b>	
Post-Activity Report	Provides detailed information on an activity immediately after it is conducted, with highlights on specific outputs and processes (i.e., action points, key learning, next steps and recommendations, where applicable), as evidence that the activity has achieved its objectives.
Participant's Feedback Sheet	Feedback sheet being filled-up by each participant after every training or workshop activity; provides information on immediate outputs from a direct client's perspective. Synthesis of participants' feedback is incorporated in the Post-Activity Report.
Duty Travel Report	Provides post-travel information from Programme staff on the outputs of an activity. Includes notes on issues and concerns as they may arise.
Project Progress Report	Provides information on the status of implementation of specific project under each Component, as submitted by partners and local service providers on periodic basis.
Project Completion Report	Project completion report being submitted by contracted LSPs and partners; it contains physical accomplishments as well as analysis of benefits and intermediate outputs, and how these are linked to the achievement of Programme benefits. Also includes discussion on issues and concerns, opportunities and challenges, as well as recommendations for succeeding project interventions and technical assistance.

### **Programme Integrated Application System (PIAS)**

In support of performance management, the Programme Integrated Application System (PIAS) has been developed to systematically capture, process, store and retrieve timely information needed in the analysis and preparation of reports across operating areas and units. As an online computer-based system, the PIAS speeds up processing and monitoring of administrative, financial and technical transactions, and supports knowledge management activities.

Enhancement of the PIAS and the Programme information management system is a work in progress. Its administrative and financial module supports tracking of inputs and activities that cover the following: a) Administrative management (personnel, logistics, procurement and audit management); b) Financial management (bookkeeping and fund management); and c) Technical inputs (project physical targets and activities per Component). The results module which is in its final stage of development intends to capture the outputs, benefits and peace outcomes from inputs and activities. With these two modules in place, the PIAS aims to integrate the following Programme applications: a) Quarterly, semestral and annual cumulative reporting on quantitative and qualitative performance based on AWP targets, and as guided by targets in the LFA; b) Updating on the status of contracts and project implementation to track implementation of projects and activities contracted to partners and accredited Local Service Providers; c) Administrative transactions and security management; d) Financial transactions (i.e., cash advance, voucher and check preparations, etc.); and e) Website updating and maintenance to support information, education and communications (IEC) on Programme accomplishments, good practices and other knowledge products.

### **B. Outcomes Monitoring**

Outcomes monitoring keeps track of development benefits from projects as well as specific transformation and behavioral changes that are happening in the PDCs, LGUs and CSOs. These changes can either be personal, relational, structural and cultural. The Six Stages of PDC Development and Transformation provides the framework for measuring Outcome 1, while the LGU and CSO Transformation Framework guides performance measurement for Outcomes 2 and 3. The following tools are used in tracking benefits and peace outcomes.

**Table 7. Benefits and Peace Outcomes Monitoring Tools**

Tools	Brief Description
<b>PDC Baseline Study, LGU and CSO Baseline Study</b>	Studies conducted at the start of Programme implementation in 2006; provide baseline information on the stages of PDC development, and the capacities and needs of LGUs and CSOs (PDAL, NGOs, academe, media).
<b>Annual PDC Assessment</b>	The report on the PDC assessment provides information on the development stages and transformation of PDCs on an annual basis, as guided by targets in the AWP and LFA; the PDC assessment tool combines quantitative and qualitative measures to substantially capture behavioral changes of PDCs in relation to Outcome 1.
<b>Annual LGU and PDAL Assessment</b>	The reports on the LGU and PDAL assessment provide information on the phases of transformation of LGUs and PDALs on an annual basis, as guided by targets in the AWP and LFA; the assessment tool combines quantitative and qualitative measures to substantially capture behavioral changes in relation to Outcome 2.
<b>Annual SoP Assessment</b>	The report on SoP assessment provides information on the phases of transformation of the Schools of Peace (SoP) on an annual basis, as guided by targets in the AWP and LFA; the assessment tool combines quantitative and qualitative measures to substantially capture behavioral changes in relation to Outcome 3
<b>Peace Journal</b>	Provides anecdotal evidence through peace stories and insights on Most Significant Change (MSC), from PDC visits and interactions with LGU and CSO partners. These stories validate and lend support to the assessment results conducted annually for PDCs, LGUs and CSOs.

### C. Context Monitoring

Context monitoring keeps track of external factors that are affecting, either positively or negatively, Programme implementation. The Programme operates in a very fluid environment that is strongly influenced by peace and conflict dynamics. Given this reality, the Programme regularly updates its analysis of the conflict environment as well as the overall context where it operates. Understanding changes in the context puts the Programme in a better position to mitigate adverse effects and effectively respond to these changes.

The following tools are used in context monitoring and analysis.

**Table 8. Context Monitoring and Analysis Tools**

Tools	Brief Description
Risk Analysis	Captures the effects of identified risks in Programme operations and management, including security risks; facilitates updating of risks based on new information
Conflict Analysis	A set of guide questions adopted from the “Do No Harm” framework, used in mapping the effects/impact of specific projects on the dynamics of conflict in a particular setting or situation
Impact tracking tool	Provides information on the Programme’s contribution to national peacebuilding goals, as it looks for opportunities to maximize resources and contribute to greater impact and significance

Assessment of risks at various levels of the results chain in the LFA is done at the start of the calendar year or during AWP preparation in January; during mid-year assessment in July; and at year-end assessment in December. Analysis of context and risks is incorporated in the AWP.

Risks at the level of interventions (inputs and activities) and outputs are generally within the domain of the Programme. The Programme Management Office (PMO) and the Area Management/Area Coordinating Offices (AMOs/ACO) monitor the status of identified risks every six months and formulate mitigating measures as necessary. The Performance Measurement Unit (PMU) generates information that will aid in risk monitoring and management. Risks at the levels of purpose and outcomes are at the level of the Management Committee. Policy level risks are being handled by the Programme Coordinating Committee (PCC) through the Executive Committee.

Conflict analysis keeps track of the interactions between specific projects and the conflict environment. It identifies two key elements or factors – the dividers and sources of tensions, as well as the connectors and local capacities for peace. It facilitates identification of options on how to reinforce positive interactions by enhancing the connectors, while preventing negative interactions from dividing elements and factors. The process is integrated all throughout the project management cycle – from project identification and design, to planning, implementation, monitoring and evaluation.

Impact tracking is also an important aspect of context monitoring. It is an assessment of the Programme's contribution to national peacebuilding goals, as it looks for opportunities to maximize its resources and contribute to greater impact and significance. Impact tracking is incorporated in the year-end assessment as part of context monitoring.

#### **D. Programme Evaluation**

As a measure towards effective performance management, the Programme shall be evaluated at key points within the course of its implementation, and immediately after its eventual termination. The evaluation process will allow stakeholders to revisit Programme rationale, the extent to which the Programme was successfully implemented, the results, their significance and the extent to which they will last. It will also validate and refine the knowledge that will be built up in the course of implementation. Programme evaluation is essentially of three types: a) formative evaluation; b) summative evaluation; and c) impact assessment (Church, Rogers: 2006).

**Formative evaluation** is undertaken semi-annually and at the middle of Programme implementation, to determine progress to date, and to

identify specific areas on how to improve Programme performance. In early 2008, the Australian Agency for International Development (AusAID) commissioned an independent Mid-term Review which served as the Programme's external formative evaluation.

**Summative evaluation** provides an overarching assessment of the Programme's "value," that will be undertaken near or at the end of Programme implementation in May 2010.

**Impact assessment** will be conducted at the end of the Programme (provisional impact assessment to determine its immediate impact/contribution to 'peace writ large'), as well as some time (3-5 years) after the Programme has been completed. The impact assessment will evaluate Programme performance in relation to sustainability of peacebuilding efforts, and its adaptability to changes in the dynamics of conflict at various levels (local, regional, and national levels).

The following evaluation criteria adapted from the Organisation for Economic Co-operation and Development - Development Assistance Committee (OECD-DAC) 2007 guidelines, have been helpful in evaluating Programme performance. Gender-based analytical questions have been added to capture performance in gender mainstreaming and advocacy for gender equality.

**Table 9. Criteria-Based Analysis in Evaluating Program Performance**

Evaluation Criteria	Themes/Guide Questions
Relevance /Appropriateness	<ul style="list-style-type: none"> <li>▶ To what extent have Programme interventions been based on an updated analysis of the peace and conflict situation? Is the Programme perceived to be working on the "right issues or key groups" at this time?</li> <li>▶ To what extent has the Programme been able to contribute to reduction of gender-based violence?</li> <li>▶ Based on observations, is the theory of change that guides each output area holding? Is there evidence to show that the predicted changes are happening? Are there other emerging theories?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>▶ Are Programme interventions achieving the desired results? Or is there evidence to show that it can be reasonably expected to do so within a reasonable time frame?</li> <li>▶ Has Programme efforts responded flexibly to changing circumstances?</li> <li>▶ How have Programme interventions enhanced women participation in productive and decision-making roles to promote gender equality?</li> <li>▶ How has the Programme avoided the negative impacts of its interventions on women's status and welfare?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>▶ Is the Programme able to deliver its outputs in an efficient manner? Were projects/activities completed on time and within the project cost?</li> <li>▶ How well is the Programme able to ensure that its interventions benefit many (results against costs)?</li> </ul>
Linkages /Connectedness	<ul style="list-style-type: none"> <li>▶ Are different Programme efforts contradicting/undermining each other?</li> <li>▶ Are Programme interventions linked to higher levels and to parallel efforts peacebuilding and conflict transformation?</li> </ul>
Coverage	<ul style="list-style-type: none"> <li>▶ Are there "hidden conflicts" in the area that receive little or no attention?</li> <li>▶ Is sufficient attention being paid to emerging conflicts in the area?</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>▶ Have Programme interventions developed/led to capacities built among local stakeholders?</li> <li>▶ Are there local efforts that mainstream the technology, concepts, practices into local processes and mechanisms?</li> <li>▶ In what ways will the Programme be able to sustain the gains in gender mainstreaming and advocacy?</li> <li>▶ Are there existing mechanisms, structures and policies that will ensure sustainability?</li> <li>▶ What are the risks and challenges that will affect sustainability?</li> </ul>
Coherence	<ul style="list-style-type: none"> <li>▶ To what extent is the Programme coordinating with other actors to ensure coherence and complementation of resources/avoidance of duplication?</li> <li>▶ To what extent is coordination among different implementing agencies resulting to confidence-building among the actors of the conflict/s?</li> <li>▶ In what ways have Programme interventions complemented the initiatives of key partners in promoting gender equality?</li> </ul>

## How does the system operate?

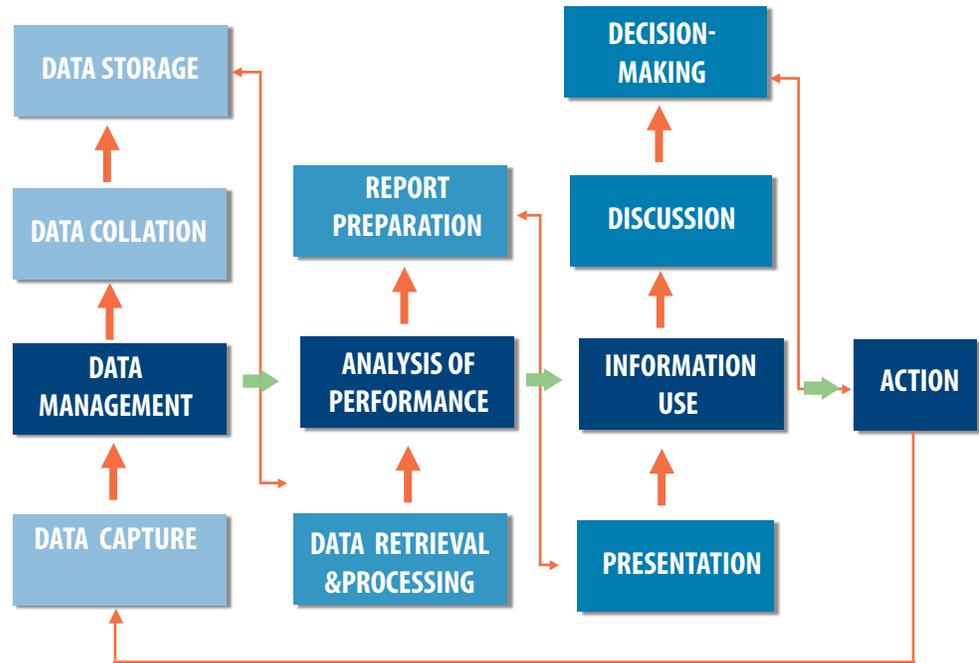


Figure 3. Programme Monitoring and Evaluation Process

The M&E process begins with data management which covers data capture, collation and storage with the use of the PIAS to facilitate efficient data capture and storage. Data is periodically retrieved and processed to guide the analysis of performance needed in the preparation of progress reports at various levels of results. Reports are then presented to management to provide relevant information that will guide decision-making and formulation of plans of action for execution.

At a glance, the Programme's M&E system operates at two levels: a) Five-year M&E implementation cycle and b) Annual M&E Implementation Cycle.

### A. Five-year M&E Implementation Cycle

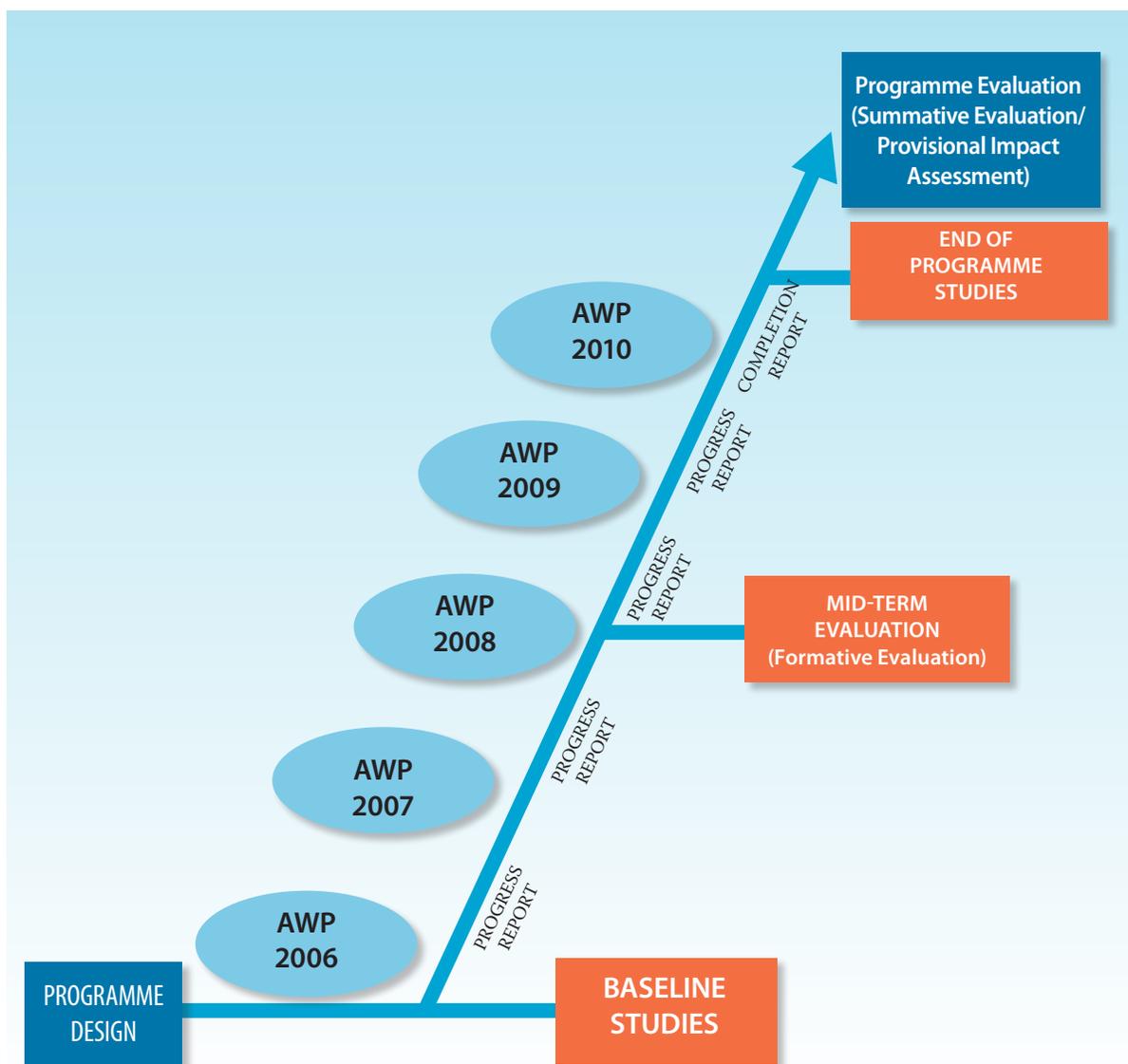


Figure 4. Five-year M&E Implementation Cycle

The baseline studies conducted at the start of Programme implementation provide baseline information particularly on the stages of PDC, LGU and CSO development and transformation. The information is essential for both outcomes monitoring and Programme evaluation (mid-term formative evaluation and end of Programme summative evaluation and initial impact assessment) as it forms the basis for the achievement of endline, mid-term and annual targets. Annually, the AWP provides information on Programme priorities, physical and financial targets, and resources requirements.

### B. Annual M&E Implementation Cycle

The annual M&E implementation cycle begins with the formulation of the AWP in January of each calendar year, as basis for the annual assessment and reporting conducted in December. Mid-year assessment and reporting is conducted in July to keep track of physical and financial performance, and analysis in relation to AWP targets and outputs. Monitoring of project benefits is also done bi-annually with local stakeholders. Outcomes monitoring and impact tracking is done on an annual basis, while context monitoring and assessment of risks is done every semester. The diagram below illustrates this annual M&E implementation cycle.

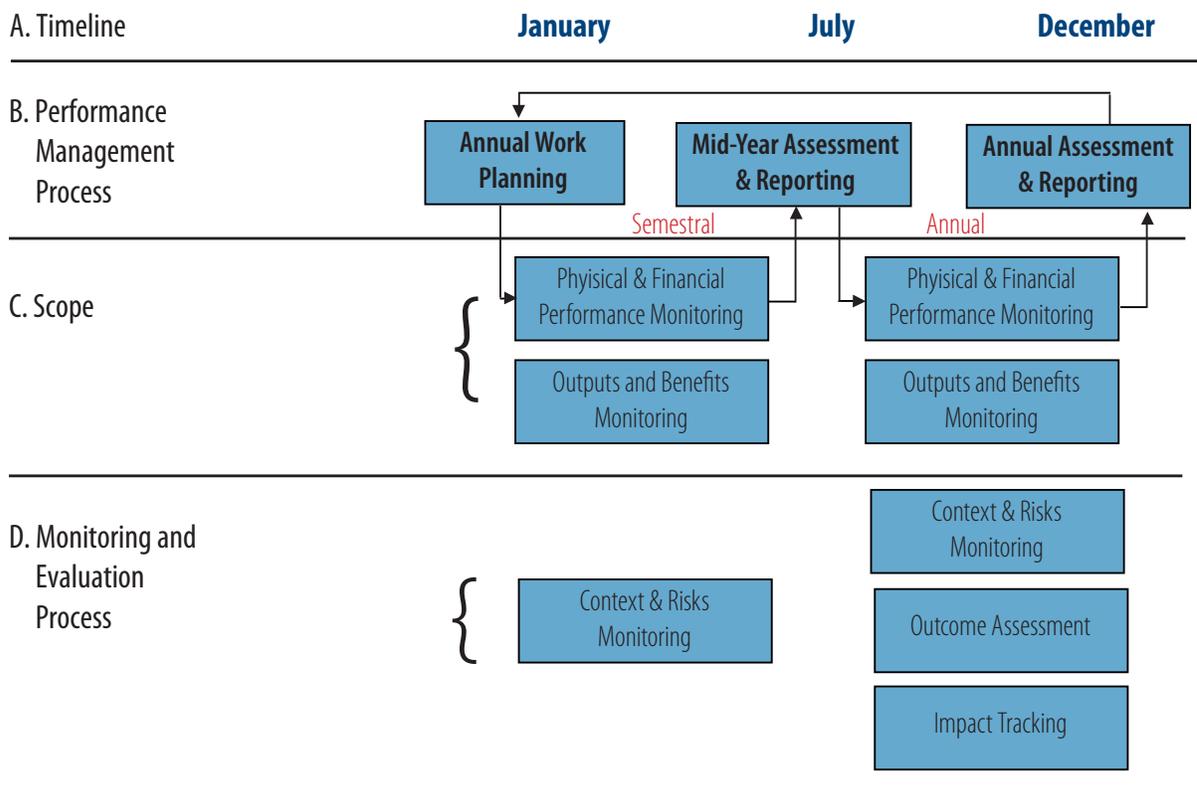


Figure 5. Annual M&E Implementation Cycle

## What are the reports?

On an annual cycle, the Programme essentially generates three types of reports: a) Quarterly Progress Report; b) Semestral or Mid-year Progress Report; and c) Annual Progress Report. The annual report provides information on Programme performance at the outcomes level of results, as guided by the LFA targets. Integral to this report are the results of the PDC and LGU/CSO assessments. The report also includes consolidation and analysis of information from peace journals, to highlight significant behavioral changes in the PDCs, LGUs, CSOs and other stakeholders, as well as development benefits from projects. The report also covers analysis of performance, variance and factors including risk analysis, as well as identification of mitigating/remedial measures. The information is also important in tracking Programme contribution and impact to national peace goals and 'peace writ large.'

The mid-year progress report provides information on the status of projects and outputs under each Component, as based on AWP targets. Included in the report are initial gains from specific projects and technical assistance, often expressed as benefits by key partners and stakeholders. These development outputs link short-term results to higher peace outcomes that are reflected in the annual assessment. The Local Service Providers (LSPs), when appropriate, and partners provide this information through their progress and completion project reports submitted to the Programme.

The quarterly progress report provides information on cumulative physical and financial performance, as well as immediate outputs from activities. These are measured against monthly and quarterly targets reflected in the AWP and the Unit/Area Key Result Areas (KRAs) and Workplan. The rate of expenditure proportionately corresponds to physical accomplishments. Negative and positive discrepancies or slippage from targets can compel management to review, enhance, or modify plans, strategies and/or policies related to individual or cluster of projects and activities.

On a five-year cycle, the Programme is expected to generate the following reports: a) Baseline Report; b) Mid-term Report; and c) Programme Completion Report. The Programme generated the Baseline Report in 2006. It was followed by the Mid-term Report in 2008. The Completion Report is expected to come out in 2010.

## Benefits of conflict-sensitive M&E

Consistent with the principles and commitments made to promote aid effectiveness, performance management facilitates linkage with existing M&E frameworks and systems. The process promotes information sharing and utilization of applicable M&E system and tools for mutual benefits of implementing partners and stakeholders.

### Information Sharing

The matrix below presents the different information being shared by the Programme with its key partners and stakeholders, as guided by their information requirements.

**Table 1.10. Reports Shared to Partners and Stakeholders**

Programme Information on Objectives and Results	Sources of Information	Frequency & Responsibility	Users of Information		
			Government Agency/ Unit	Donors	Civil Society Organizations
Impact	Programme Mid-term Evaluation Report, Annual Report	Mid-term and Annually –UNDP, MEDCo, ARG, PMO	National Agencies (NEDA Central Office, OPAPP)	UNDP, AusAID, NZAid, AECID, EC	MNLF
Development Benefits and Peace Outcomes	Annual Report, PDC Assessment Report, LGU and CSO Assessment Report, Knowledge Products	Annually- MEDCo, ARG, PMO and AMOs/ACO	Regional Agencies (NEDA, DILG, ARG)	MWG Members	MNLF
Intermediate outputs and Project Benefits	Mid-year Report, Project Evaluation Report	Semestral-PMO, AMOs/ACO	Provincial and Municipal LGUs	UNDP, AusAID, NZAid, AECID, EC	SRCs/PDALs Coalitions
Inputs, activities and immediate outputs	Quarterly Report, Project Progress Report, Financial Report	Quarterly-PMO, AMOs/ACO	Municipal and Barangay LGUs		PDCs/PDALs

At the level of inputs, activities and outputs, the Programme, through the Area Management Offices (AMOs) and the Caraga Area Coordinating Office (ACO), provides updates on the status of PDC project implementation primarily for the MNLF leadership in the PDCs, and for the barangay and municipal LGUs. At the level of outputs and benefits from specific projects, the AMOs also provide updates on project implementation for the MNLF State Revolutionary Committees (SRCs), municipal and provincial LGUs and Programme donors.

At the level of development benefits and peace outcomes, the PMO, through the AMOs and ACO, and with support from the MEDCo and ARG, provide information to donors and national line agencies, particularly

NEDA, OPAPP, DILG, as well as ARG on the status of Programme implementation which incorporates key Programme accomplishments in the Area reports. The Programme also shares its knowledge products and lessons learned with the MNLF and the Mindanao Working Group (MWG) through the MEDCo.

At the level of impact, the Programme provides information on its contribution through the Programme-wide Annual Report submitted to the MNLF, concerned national government line agencies (NEDA Central Office and OPPAP) and donors (AusAID, NZAid, AECID, and EC). This is done by the MEDCo and UNDP on an annual basis.

### **Utilization of Established M&E Systems and Tools**

To the extent possible, the Programme utilizes the Regional Project Monitoring and Evaluation System (RPMES) tools developed by NEDA primarily in implementation monitoring of infrastructure projects in PDCs. It also utilizes applicable M&E tools developed by LGU partners. Moreover, the Programme also continues its efforts to build on existing local M&E structures and mechanisms, like the Project Monitoring Committees (PMCs) organized at the barangay, municipal and provincial levels. In the area of local governance, the Programme makes use of the tools and indicators, where applicable, of the LGPMS to enhance the LGU/CSO assessment tool. At the outcomes level, the Programme makes use of peacebuilding tools and methods, as shared by other peacebuilding programmes and projects, and the international donor community as well.

### **How will the system be sustained?**

Conflict-sensitive performance management offers a lot of room for sharing of frameworks, systems and tools toward effective implementation and management of peacebuilding programmes and projects. There is a need to sustain the learning process and build on existing capacities among partners and stakeholders. Capacity development and technology transfer begins with increased level of awareness and appreciation among Programme staff, key partners and stakeholders on peace-based performance management. This is followed by sharing of experiences and skills training in peace-promoting M&E system and tools, particularly in outcomes and context monitoring (i.e., conflict and risk analyses, peace journal, PDC and LGU/CSO assessment tools). Follow-up training and coaching of key personnel of Implementing Agencies (MEDCo and ARMM-ARG), key partners and stakeholders is also part of the process to further develop capacities towards effective mainstreaming of peace-based performance management system, tools and processes in duly recognized government institutions.

## **Learning-centered Peacebuilding**

The ACT for Peace Programme strives to be a learning-centric peacebuilding initiative. Hence, it continues to systematically manage knowledge by acquiring, storing, retrieving, creating, sharing, applying and reviewing the Programme's explicit and tacit knowledge. This is to achieve its objectives and promote continuing learning for peace and conflict transformation. The Programme's Knowledge Management (KM) Framework outlines the key principles and objectives of effective knowledge management. It provides details as well on the KM system and processes involved.

Through its performance management system and processes, the Programme has gained a wealth of information and knowledge based on its diverse experience in working with PDCs and other key actors in peacebuilding and conflict transformation. The learnings that have been acquired need to be shared to facilitate creation of new insights and more informed Programme implementation. Sharing of Programme knowledge, particularly good practices, to partners and wider audiences allow for enriched learning and replication of these practices to other conflict-affected communities, programs and organizations that are also actively involved in peacebuilding.

The current practices of the Programme on knowledge creation and capture are generated and documented at different stages of implementation through reflective and peace-promoting M&E. Tacit knowledge is created, captured and shared during informal discussions with stakeholders, as well as formal events such as workshop seminars and the Programme's regular Operations Committee meetings. The Programme has been producing and disseminating knowledge products that likewise require close tracking in terms of audience reach and actual utilization of these knowledge products in relation to enhanced effectiveness in peace practice.

In summary, the ACT for Peace Programme conflict-sensitive M&E framework lays down the guiding principles, objectives, system, tools and processes needed to systematically measure, improve and communicate Programme performance in peacebuilding and conflict transformation. Guided by the LFA and the Peace and Significance Analysis, the framework describes how people, information and time interact in order to meaningfully assess and improve Programme performance and its contribution to national peacebuilding. It further highlights the need to sustain learning in peace-based performance management through sharing of information, systems and tools, as well as develop performance management capacities of key partners and stakeholders.

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# Annexes

## ANNEX A. PROGRAMME LOGICAL FRAMEWORK OF ANALYSIS

Objectives	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<p><b>Goal:</b> To contribute to the promotion of national harmony and a just conclusion of the government's peace process<sup>1</sup></p> <p><b>Impact:</b> The peaceful settlement of major sources of grievance<sup>2</sup>, transformation of conflict-affected communities into peace and development areas<sup>3</sup>, and healing of social wounds<sup>4</sup> brought about by long drawn internal armed conflict</p>			
<p>1. The peaceful settlement of major sources of grievance, transformation of conflict-affected communities into peace and development areas, and healing of social wounds brought about by long drawn internal armed conflict</p>	<ul style="list-style-type: none"> <li>▪ No. of conflict-affected areas reporting on progress of their rehabilitation and development</li> <li>▪ No. of communities engaging in interfaith dialogues, healing and reconciliation initiatives</li> <li>▪ No. of disputes/conflicts peacefully settled</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reports from OPAPP</li> <li>▪ Reports from MEDCo and ARMM</li> <li>▪ Reports from other peacebuilding programs</li> <li>▪ Peace pacts/agreements</li> <li>▪ Reports from media</li> <li>▪ Feedback from communities</li> <li>▪ Programme progress, monitoring and evaluation reports</li> </ul>	<p>1. Government is committed to pursue Legacy Agenda #9 and Chapter 14 of the MTPDP</p> <p>Risk: Agenda 9 and Chapter 14 are not successfully pursued by government causing dissatisfaction among groups involved in the peace process, leading to unpeace and recurrence of armed conflict</p> <p>Risk Level: Medium (High Consequence; Low Likelihood)</p> <p>Mitigating Strategy: PCC &amp; ExCom to engage OPAPP on appropriate policy level action</p> <p>Risk: Perceived policy inconsistencies concerning peace (e.g. National Human Security Act and E.O. 504 in relation to Legacy Agenda 9 and Chapter 14 of the MTPDP) cause confusion among peace stakeholders and weaken confidence in government commitment to pursue peace.</p> <p>Risk Level: Medium (Medium Consequence; Medium Likelihood)</p> <p>Mitigating Strategy: PCC &amp; ExCom to engage OPAPP on appropriate policy level action</p>

<sup>1</sup> Supporting Agenda No. 9 of the National Government's Ten-point Agenda and National Peace Plan

<sup>2</sup> Supported by Outcome 2

<sup>3</sup> Supported by Outcome 1

<sup>4</sup> Supported by Outcome 3

Objectives	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
To strengthen peacebuilding efforts and sustain the gains for peace and development in Southern Philippines			
<b>Outcomes</b>			
<p>1. Transformation of PDCs, and other conflict-affected and conflict-vulnerable areas is sustained; and community efforts to develop and advance their own initiatives for peace and human security are harnessed;</p>	<ul style="list-style-type: none"> <li>▪ <b>227 PDCs</b> with enhanced abilities to plan, implement, institutionalize and replicate initiatives that promote peace and address threats to human security</li> <li>▪ <b>126 communities</b> undergoing conflict transformation processes by 2010</li> </ul>	<ul style="list-style-type: none"> <li>▪ Programme reports</li> <li>▪ Field documents</li> <li>▪ LGU (municipal/city and provincial) documents</li> <li>▪ RPMC &amp; RPMEC-ARMM Project Monitoring Report</li> </ul>	<p>Assumption &amp; Risk Assessment:</p> <p>1. Government (national, regional and local) has capacity and is consistent in implementing the peace agenda and peace and development efforts</p> <p>Risk: Fiscal difficulties will constrain government (agencies and LGUs) from providing counterpart resources</p> <p>Risk Level: Medium (Medium Consequence; Medium Likelihood)</p>
<p>2. Peacebuilding and conflict transformation (prevention, management and resolution) capacities of actors and institutions are strengthened and institutionalized; and,</p>	<ul style="list-style-type: none"> <li>▪ <b>At least 32%</b> of Programme-assisted LGUs and organizations model practices, systems and structures in conflict transformation and peacebuilding by 2010.</li> </ul> <p><i>Programmewide: 9 PLGUs, 6 cities, 27 MLGUs, 4 PDALs &amp; PDAA, 10 MNLF-SRCs/Groups</i></p> <p><i>ARMM: 2 of 6 PLGUs, 1 city, 6 MLGUs, 1 PDAL, 4 MNLF-SRCs/Groups</i></p> <p><i>SCM: 3 of 5 PLGUs, 2 cities, 15 MLGUs, 1 PDAL, 2 MNLF-SRCs/Groups</i></p> <p><i>WM: 2 of 4 PLGUs, 2 cities, 5 MLGUs, 1 PDAA, 4 MNLF-SRCs/Groups</i></p> <p><i>CARAGA: 2 of 4 PLGUs, 1 city, 1 CSO</i></p> <p><i>Palawan: 1 MLGU</i></p> <ul style="list-style-type: none"> <li>▪ <b>83 LGUs and organizations</b> with basic peace-promoting capacities, systems, processes and approaches</li> </ul> <p><i>Programmewide: 9 PLGUs, 46 MLGUs, 12 PDALs/PDAAs, 12 MNLF, 4 CSOs</i></p>	<ul style="list-style-type: none"> <li>▪ OPAPP reports</li> <li>▪ Programme reports</li> <li>▪ Field documents</li> <li>▪ Information from MEDCo, ARG, LGUs, other officials</li> <li>▪ RPMC &amp; RPMEC-ARMM Project Monitoring Report</li> </ul>	<p>Risk: Inefficiency, ineffectiveness, lack of accountability, and lack of transparency negatively impact on the performance of government institutions (national, regional and local); corruption diverts resources that are needed for critical services, demoralizes people, and creates more conflict</p> <p>Risk Level: High (High Consequence, High Likelihood)</p> <p>Mitigating Strategy: PCC and ExCom to engage government institutions (e.g., OPAPP, MEDCo, ARG, DILG, etc.) on appropriate executive policy action.</p> <p>Programme to provide capability building to partner Government Institutions and LGUs to strengthen accountability and transparency in governance and service delivery.</p> <p>Risk: Local and regional elections and the transition period affect Programme start-up and implementation</p> <p>Risk Level: High (Medium Consequence, High Likelihood)</p> <p>Mitigating Strategy: Programme to prepare catch-up plan to respond to delays</p>

Objectives	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
	<p><i>ARMM: 2 PLGUs, 13 MLGUs, 4 PDALs, 4 MNLF</i></p> <p><i>SCM: 2 PLGUs, 13 MLGUs, 4 PDALs, 2 MNLF</i></p> <p><i>WM: 2 PLGUs, 7 MLGUs, 3 PDAAs, 5 MNLF</i></p> <p><i>CARAGA: 2 PLGUs, 12 MLGUs, 4 CSOs</i></p> <p><i>Palawan: 1 PLGU, 1 MLGU, 1 PDAL, 1 MNLF</i></p>		<p>2. The justice system is considered to be generally fair, accessible and transparent</p> <p>Risk: Lack of capacity in the formal court system coupled with insufficient enforcement capacity hamper efforts of communities to seek access to justice</p> <p>Risk Level: High (High Consequence, Medium Likelihood)</p> <p>Mitigating Strategy: PCC and ExCom to engage government institutions (e.g., Supreme Court, PhilJA, Ombudsman, etc.) on appropriate policy level action and other efforts to reform the justice system</p>
<p>3. Critical partnerships towards sustaining an environment of trust, confidence and collaboration for peace and development are strengthened.</p>	<p>Evidence of improved interaction among peace networks, LGUs, government agencies, the security sector, MNLF, media, academe, private and religious sectors in promoting peace and development</p> <ul style="list-style-type: none"> <li>▪ <b>20 Provincial level strategic partnerships</b></li> <li>▪ <b>6 Regional level strategic partnerships</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ OPAPP reports</li> <li>▪ MEDCo and ARMM reports</li> <li>▪ Programme reports</li> <li>▪ Field documents</li> <li>▪ Information from peace networks</li> <li>▪ RPMC &amp; RPMEC-ARMM Project Monitoring Report</li> </ul>	<p>Mitigating Strategy: Programme will work closely with CIDA-JURIS and other initiatives concerned with strengthening and mainstreaming alternative dispute resolution mechanisms</p> <p>3. Cooperation from the security sector (AFP and PNP) and former combatants.</p> <p>Risk: Security sector and former combatants will disagree with GoP handling of the peace process and express such through violent conflict</p> <p>Risk Level: High (High Consequence; Medium Likelihood)</p> <p>Mitigating Strategy: PCC and ExCom to engage OPAPP, DND and DILG on appropriate policy level action</p> <p>4. Cooperation among UN agencies, donors and other stakeholders</p> <p>Risk: Joint programming and Programme convergence not fully operationalized</p> <p>Risk Level: Medium (High Consequence; Low Likelihood)</p> <p>Mitigating Strategy: UNRC and MA to ensure that systems and procedures are supportive of joint programming</p> <p>Risk: Change in donor priority, away from support to peacebuilding in Southern Philippines lead to reduction in funding support</p> <p>Risk Level: Medium (High Consequence; Low Likelihood)</p> <p>Mitigating Strategy: PCC, ARG and MEDCo to regularly update donor community on progress of the Programme and the peace situation in Southern Philippines</p>

Objectives	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
	<ul style="list-style-type: none"> <li>▪ ARMM: 2 PLGUs, 13 MLGUs, 4 PDALs, 4 MNLF</li> <li>▪ SCM: 2 PLGUs, 13 MLGUs, 4 PDALs, 2 MNLF</li> <li>▪ WM: 2 PLGUs, 7 MLGUs, 3 PDAs, 5 MNLF</li> <li>▪ CARAGA: 2 PLGUs, 12 MLGUs, 4 CSOs</li> <li>▪ Palawan: 1 PLGU, 1 MLGU, 1 PDAL, 1 MNLF Palawan: 1 PLGU, 1 MLGU, 1 PDAL, 1 MNLF</li> </ul>		<p>5. Risk: Foreign currency exchange fluctuation will result to devaluation of dollar to peso and reduce funding support to Programme</p> <p>Risk Level: High (High Consequence; Medium Likelihood)</p> <p>Mitigating Strategy: PCC and ExCom to provide strategic guidance on meeting or reducing Programme targets and deliverables; UNDP and donors to provide bridge funds</p> <p>6. The GRP-MNLF FPA continues to be honored by all parties concerned</p> <p>Risk: Misunderstanding among stakeholders on the status of implementation of the GRP-MNLF FPA escalates leading to violent confrontations</p> <p>Risk Level: High (High Consequence; Medium Likelihood)</p> <p>Mitigating Strategy: PCC and ExCom to engage OPAPP for appropriate policy level action</p>

Results & Indicative Activities <sup>5</sup>	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<i>Outputs</i>			
<b>Component 1: Strengthening Social Capital for Peacebuilding</b>			
<p><b>1.1. Increased number of People's Organizations (POs) and local social formations (LSFs)<sup>6</sup> able to undertake and participate in peace-based planning process and facilitate equitable access to opportunities and participation</b></p>	<ul style="list-style-type: none"> <li>▪ <b>263 POs</b> (including women's groups) and <b>526 LSFs</b> organized and strengthened in all Programme-assisted PDCs</li> <li>▪ <b>263</b> Programme-assisted PDCs have formulated <b>Barangay Development Plans (BDPs)</b> with peacebuilding<sup>7</sup> dimension adopted at the MLGU level</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project progress, monitoring and terminal reports</li> <li>▪ PDC Assessment Reports</li> <li>▪ LGU (barangay and municipal) Annual Investment Plans (AIPs)</li> <li>▪ LGU (barangay and municipal) annual accomplishment report</li> </ul>	<p>1. PDAs, PDALs and other peace advocates continue to contribute to peacebuilding</p> <p>Risk: PDA &amp; PDAL effectiveness is affected by developments within the MNLF</p> <p>Risk Level: Low (Medium Consequence; Low Likelihood)</p>

<sup>5</sup> Activities marked with asterisks will be undertaken in both existing and expansion PDCs

<sup>6</sup> Are formal and informal structures, which include indigenous, traditional and constitutionally created formations at the village level; some examples are the Madrasah, Tri-People Peace Movement, Council of Elders, community gatherings and the Barangay Government, pahina or bayanihan system (helping a member of a community finish a task), kumpare-kumare system (an inter-family system of caring for children), among others.

Results & Indicative Activities <sup>5</sup>	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<p>1. Further development and mobilization of GOP-UN MDP3 Peace and Development Advocates (PDAs) to support social capital formation in expansion areas</p> <p>2. Enhancement of peace-based tools and references</p> <p>2.1 Community Organizing</p> <p>2.2 PO Formation</p> <p>2.3 Participatory Resource Appraisal-Barangay Development Planning</p> <p>2.4 Gender analysis in organizational development</p> <p>3. PO organizing in expansion areas, with attention to the participation of women</p> <p>4. Mobilization of Local Social Formations (LSFs)*</p> <p>5. Peace-based and gender-sensitive PRA-BDP in expansion areas and in the prioritized existing PDCs</p> <p>6. PO Strengthening and Consolidation</p> <p>6.1. PO Profiling and Needs Assessment in expansion areas, using gender disaggregated data and sensitive to needs and priorities of both women and men</p> <p>6.2. PO Capacity Development*</p>	<ul style="list-style-type: none"> <li>▪ <b>66 PDCs</b> able to mobilize internal and external resources for their respective BDPs</li> </ul> <p>(SCM: 30/102; WM: 15/58; ARMM: 10/78; CARAGA: 10/20; Palawan: 1/5)</p>		<p>2. No major and organized resistance to the participation of women</p> <p>Risk: Local factors hamper women participation</p> <p>Risk Level: Medium (Medium Consequence; Medium Likelihood)</p> <p>Mitigating Strategy: Involve local leaders in IEC campaign and capability building on promotion of gender rights and women's welfare</p> <p>3. Local stakeholders are supportive</p> <p>Risk: Political differences among key actors (LGUs, MNLF, target communities) may hamper activities</p> <p>Risk Level: High (High Consequence; Medium Likelihood)</p> <p>Mitigating Strategy: Build awareness of stakeholders; involve LGUs from the outset; strengthen existing collaboration</p> <p>Risk: Reluctance of the security sector and other armed groups to undergo and participate peace-related trainings will disturb local peace initiatives</p> <p>Risk Level: High (High Consequence; High Likelihood)</p> <p>Mitigating Strategy: Intensify advocacy among the security sector and other armed groups re: peacebuilding initiatives.</p>
<p><b>1.2 Wider support and constituency and more effective inter-PDC/barangay collaboration for the promotion of peacebuilding and human security</b></p>	<p>No. of functional peace and development mechanisms initiating dialogues, inter-PDC collaborative works and peace advocacy</p>	<ul style="list-style-type: none"> <li>▪ Project progress, monitoring and terminal reports</li> <li>▪ Peace Zone declaration instruments (resolutions, covenants, etc.)</li> <li>▪ PDC Alliance documents</li> </ul>	

Results & Indicative Activities <sup>5</sup>	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<ol style="list-style-type: none"> <li>1. Capacity building to develop new Peace and Development Advocates, both women and men, in expansion areas</li> <li>2. Community-based capacity building activities in support of peacebuilding and human security</li> <li>3. Declaration of Peace Zones</li> <li>4. Community commemoration of peace struggles and cultural celebration of peace</li> <li>5. Formation of inter-PDCs peace alliances (municipal or provincial)</li> <li>6. Inter-barangay/PDC dialogues, consultations, planning and collective actions (peace festivals, assemblies etc.</li> </ol>	<ul style="list-style-type: none"> <li>▪ <b>526 Peace and Development Advocates (PDAs)</b> men and women (at least 40% ) trained and mobilized (2 per PDC)</li> <li>▪ <b>263 Peace Core Groups</b> formed and mobilized (1 per PDC)</li> <li>▪ <b>20 inter-PDC alliance</b> formed and mobilized (1 per province)</li> </ul> <p><b>126 new communities</b> adopting PDC approach (ARMM-37; SCM-49; WM-30; Caraga-10)</p>	<ul style="list-style-type: none"> <li>▪ Military reports on incidence of armed conflict</li> <li>▪ Community documentation/records</li> </ul>	
<p><b>1.3 Improved interface and complementation between local social healing and peacebuilding practices and mainstream peacebuilding endeavors</b></p> <ol style="list-style-type: none"> <li>1. Conflict analysis and local peace practice mapping and community-based action-research on peacebuilding*</li> <li>2. Truth telling processes, dialogues and psychosocial healing sessions* that serve both women and men, and multi-ethnic groups</li> <li>3. Enhancement of indigenous peacebuilding mechanisms*</li> <li>4. Documentation and dissemination of local peace practices*</li> </ol>	<ul style="list-style-type: none"> <li>▪ <b>4 local/ indigenous social healing practices</b> interfaced with mainstream peacebuilding practices (ARMM-1; SCM-1; WM-1; Caraga-1)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project progress, monitoring and terminal reports</li> <li>▪ Interviews with LGU (barangay and municipal) officials</li> <li>▪ Interviews with peace stakeholders</li> <li>▪ Peace pact instruments (resolution, covenants, etc.)</li> </ul>	<p>Assumption:</p> <p>Local stakeholders are supportive of peacebuilding principles (e.g. co-existence, mutual respect and understanding).</p> <p>Risk: Political differences among key actors (LGUs, MNLF, target communities) may hamper activities</p> <p>Risk Level: High (High Consequence; Medium Likelihood)</p> <p>Mitigating Strategy: Build awareness of stakeholders; involve LGUs from the outset; strengthen existing collaboration</p>

Results & Indicative Activities <sup>5</sup>	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<p>5. Capacity building to enhance community appreciation and ability to promote peace in expansion areas</p> <p>6. Peace stakeholders dialogue with communities on the Culture of Peace*</p> <p>7. Peace stakeholder participation and support for community commemoration of peace struggles and cultural celebration of peace*</p> <p>8. Peace stakeholders replicate or apply effective local peace practices in other conflict-affected areas</p>			

### Component 2: Promoting Human Security through Improved Access to Basic Services

<p><b>2.1 Improved community access to integrated health services that meet community defined needs and promote women's health and rights<sup>8</sup></b></p> <p>1. Conduct of Baseline and Endline Surveys*</p> <p>2. Community orientations and planning sessions in expansion areas</p> <p>3. Installation of CBMIS in expansion areas</p> <p>4. Community organizing and mobilization (BAWASA, women's groups, men's organizations, youth groups, etc.) in expansion areas</p> <p>5. Capacity building of local service providers for health and water in prioritized existing and expansion areas</p> <p>5.1 Training of community health volunteers on:</p>	<ul style="list-style-type: none"> <li>▪ <b>21,755 men, women and children</b> availing of health services in the community (number represents 90% of vulnerable groups representing 21% of the total population per PDC availing of health services per year)</li> <p>(ARMM-6,485; SCM-10,946 WM-2,457; Caraga-1,379; Palawan-488)</p> <li>▪ <b>6,700 families</b> with access to potable water (ARMM-2,000; SCM-2,600; WM-1,500; Caraga-500; Palawan-100)</li> <li>▪ <b>25 graduates</b> from stepladder curriculum for Midwifery serving their communities (ARMM-5; SCM-8; WM-5; Caraga-5; Palawan-2)</li> <li>▪ <b>1,052 community based health capability building activities</b> conducted (ARMM-312; SCM-408; WM-232; Caraga-80; Palawan-20)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project progress, monitoring and terminal reports</li> <li>▪ Community baseline and endline surveys</li> <li>▪ Reports of the Barangay health workers, Barangay nutrition scholar, Midwife</li> <li>▪ Civil registry</li> <li>▪ CBMIS Reports</li> <li>▪ BHW logbook at the BHS</li> <li>▪ Patients records at the BHS, RHU</li> <li>▪ PHO and MHO reports</li> <li>▪ Reports of PDAs</li> <li>▪ Interviews with Barangay officials</li> <li>▪ Interviews with participants</li> <li>▪ Interviews with patients</li> <li>▪ Training attendance sheet</li> </ul>	<ol style="list-style-type: none"> <li>1. Full commitment and support of the LGUs particularly the Provincial and Municipal Health Offices and other health agencies</li> <p>Risk: Fiscal difficulties may reduce level of LGU and agency assistance and support</p> <p>Risk Level: Medium (Medium Consequence; Medium Likelihood)</p> <li>2. No major opposition to the provision of reproductive health information and services especially to women and adolescents</li> <p>Risk: Major objections to reproductive health hamper the implementation of component services</p> <p>Risk Level: High (High Consequence; High Likelihood)</p> <p>Mitigating Strategy: Involve local leaders in IEC campaign and capability building on promotion of gender rights and women's welfare</p> </ol>
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<sup>8</sup> With attention to the needs of those widowed and orphaned by the conflict between the MNLF and the government

Results & Indicative Activities <sup>5</sup>	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<ul style="list-style-type: none"> <li>▪ <i>Primary Health Care</i></li> <li>▪ <i>Traditional/ Alternative Medicine, Herbal Medicine</i></li> <li>▪ <i>Food Security</i></li> <li>▪ <i>Integrated Management of Childhood Illness (IMCI)</i></li> <li>5.2 <i>Step ladder scholarship*</i></li> <li>5.3 <i>Capacity building for water and sanitation operations and maintenance*</i></li> <li>5.4 <i>Cross visits to learning sites</i></li> <li>6. <i>IEC materials development and /or reproduction</i></li> <li>7. <i>Provision of expert services and direct assistance in prioritized existing and expansion areas</i> <ul style="list-style-type: none"> <li>7.1 <i>Water system installation</i></li> <li>7.2 <i>Construction/ upgrading of health facilities</i></li> <li>7.3 <i>Procurement and installation of equipment and supplies</i></li> <li>7.4 <i>Immunization</i></li> <li>7.5 <i>Supplemental feeding for malnourished children</i></li> <li>7.6 <i>Provision of RH services incl. anti-VAW</i></li> </ul> </li> <li>8. <i>Health education</i> <ul style="list-style-type: none"> <li>8.1 <i>Conduct of health-based functional literacy classes esp. rights literacy for women*</i> <ul style="list-style-type: none"> <li>▪ <i>Reading and writing basic health instructions</i></li> <li>▪ <i>How to carry out medical instructions</i></li> </ul> </li> </ul> </li> </ul>			

Results & Indicative Activities <sup>5</sup>	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<ul style="list-style-type: none"> <li>▪ Appreciation of dosage forms, contraindications, danger signs of diseases</li> <li>▪ Numeric appreciation of child survival indicators</li> <li>▪ Rights literacy for women</li> </ul> <p>9. Advocacy and IEC campaigns during major events including mobilizing traditional (i.e., IPs) and religious (i.e., Muslim and Christian) leaders</p> <p>9.1. Establishing link between women's rights and customary law for advocacy*</p>			
<p><b>2.2 Needs of communities affected by armed conflict or natural disasters served in a timely manner</b></p> <p>1. Inventory of relief goods/costing/where to purchase</p> <p>2. Coordination with MERN, DCC, OCD, DSWD, DOH, GOP-UNDP IDP Programme</p> <p>3. Resource mobilization</p> <p>4. Emergency Relief Operations</p>	<ul style="list-style-type: none"> <li>▪ <b>13,320 affected families</b> by armed conflict or natural disasters provided with food, medicines and temporary shelter (ARMM-6,660; SCM-3,996; WM-1,332; Caraga-1,332)</li> <li>▪ <b>300 core shelters</b> constructed in selected communities by 2010</li> <li>▪ <b>20 organized disaster preparedness teams</b> capable of responding to emergencies<sup>9</sup> (at least 1 pilot PDC per province)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Records of families provided with relief</li> <li>▪ Records of supplies distributed</li> <li>▪ Interview with partners, affected families</li> <li>▪ Documentations</li> <li>▪ Training designs, attendance, certificates of trainings on disaster preparedness</li> <li>▪ Training reports</li> <li>▪ Lists of disaster preparedness teams</li> <li>▪ Monitoring report in disaster preparedness team's performance</li> </ul>	<p>1. Full commitment and support of LGUs and disaster response mechanisms</p> <p>Risk: Fiscal difficulties may reduce level of LGU and agency assistance and support</p> <p>Risk Level: Medium (Medium Consequence; Medium Likelihood)</p> <p>Mitigating Strategy: Increased collaboration with existing emergency response networks (MERN, MERC, PNRC, etc.)</p>

<sup>9</sup> Drills are part of the training which will be conducted by partner agency-relief organizations (e.g. Office of Civil Defense and Mindanao Emergency Response Network)

Results & Indicative Activities <sup>5</sup>	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<b>Component 3: Promoting Human Security through Community Economic Development</b>			
<p><b>3.1 Enhanced stakeholder awareness and appreciation of community economic development principles, concepts and approaches</b></p> <p><i>1. Conduct of orientation sessions and activities, involving both women and men, towards developing and enhancing community economic development through the following components *</i></p> <ul style="list-style-type: none"> <li>▪ <i>Non-farm enterprise development and job creation (wage and self employment)</i></li> <li>▪ <i>Agribusiness (technologies, access to inputs, sound environment management techniques, linkages to markets)</i></li> </ul> <p><i>2. Generating consensus among women and men community members in support of community economic development initiatives*</i></p> <p><i>3. Exposure of women and men participants to successful experiences and appropriate mechanisms for promoting human security through community economic development *</i></p>	<ul style="list-style-type: none"> <li>▪ <b>263 economic development initiatives (community enterprises)</b> collectively identified by community key actors based on environmental, physical, financial and human resources, and market opportunities (<i>1 per PDC</i>)</li> <li>▪ <b>At least 40% of PO members or about 5,260 women</b> are involved in the identification and implementation of community economic development initiatives (<i>ARMM-1,560; SCM-2,040; WM-1,160; Caraga-400; Palawan-100</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project progress, monitoring and terminal reports</li> <li>▪ Community baseline and endline surveys</li> <li>▪ Barangay Development Plans</li> <li>▪ PDC Plans</li> <li>▪ Reports of PDAs</li> <li>▪ Interview with Barangay officials</li> <li>▪ Interview with participants</li> <li>▪ Training reports</li> </ul>	<p>1. Availability of implementing partners that can provide technical assistance on sustainable agriculture-based livelihood and enterprise / skills development</p> <p>Risk: Fiscal and security factors constrain involvement of implementing partners</p> <p>Risk Level: Low (Medium Consequence; Low Likelihood)</p>

Results & Indicative Activities <sup>5</sup>	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<p><b>3.2 Improved competence among stakeholders to undertake or participate in community economic development processes that focus on self and wage employment skills and agri-based livelihood<sup>10</sup></b></p> <p>1. Conduct of rapid assessment on local human and other productive resources as basis for the preparation of a community economic development plan and various training/ interventions to build/ strengthen skills on*:</p> <p>1.1 Entrepreneurial/employment for non farm sector 1.2 Agri technology and farming systems for the farm sector</p> <p>2. Capacity building activities for women and men participants: skills development for self-employment and income generation and agri-based livelihood*</p> <p>3. Follow through activities to assist application of farm and non-farm economic capacities in prioritized existing and expansion areas:</p> <p>3.1 Identify specific economic activities to apply non-farm skills and new/ improved farming systems; ensure meaningful and non-stereotypical activities for women</p> <p>3.2 Organize or strengthen groups to undertake economic activities, (farm or non-farm) and develop enterprise plans</p> <p>3.3 Provide access to productive resources (capital) for both women and men</p> <p>3.4 Enhance potentials of non-farm and farm enterprise by upgrading skills (ex. SYB/IYB)</p>	<p>No. of stakeholders (particularly women and MNLF) involved in community economic development initiatives (enterprise, job creation and agri-fishery productivity)</p> <ul style="list-style-type: none"> <li>• <b>13,150 PO members</b>, 40% of which are women, in 263 PDCs with improved technical, enterprise, and agri-fishery productivity skills are involved in community economic development initiatives (ARMM-3,900; SCM-5,100; WM-2,900; Caraga-1,000; Palawan-250)</li> </ul> <p>Evidence of community initiatives and efforts to establish, strengthen and sustain internal resource generation (capital build-up and repayment)</p> <ul style="list-style-type: none"> <li>• <b>126 Community Economic Enterprises</b> have built-up capital of P500 per member per year and with 60% repayment rate (ARMM-37; SCM-49; WM-30; Caraga-10)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project progress, monitoring and terminal reports</li> <li>▪ Business plans</li> <li>▪ Enterprise reports (financial records, etc.)</li> <li>▪ LGU Annual Investment Plans and financial reports</li> <li>▪ Interviews with participants/ beneficiaries</li> </ul>	<ol style="list-style-type: none"> <li>1. Tenure over resources, in particular land, enables communities to productively utilize them for economic gain.  Risk: Lack of tenure can limit the access of households affected by violent conflicts to productivity support and benefits. In the medium to long term, lack of access to land can also contribute to the escalation of or the breakout of new conflict.  Risk Level: High (High Consequence; High Likelihood)  Mitigating Strategy: PCC and ExCom to engage DAR-ARMM, DLR, DENR, and OPAPP for appropriate policy level action</li> <li>2. Availability of implementing partners that can provide technical and financial assistance on sustainable agriculture-based livelihood and enterprise / skills development  Risk: Fiscal and security factors constrain involvement of implementing partners  Risk Level: Low (Medium Consequence; Low Likelihood)</li> <li>3. Complementation with other development programs to ensure effective and efficient project implementations in the communities is pursued.  Risk: Overlaps and duplication in initiatives supported by other development programs  Risk Level: High (Medium Consequence; High Likelihood)  Mitigating Strategy: Strengthen local capacities to anchor and coordinate development assistance; participate in regional/provincial coordinative mechanisms and activities</li> </ol>

<sup>10</sup> With attention to the needs of those widowed and orphaned by the conflict between the MNLF and the government.

Results & Indicative Activities <sup>5</sup>	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<p><b>3.3 Environment more responsive to community economic development initiatives that promote or advance human security and peacebuilding</b></p> <p>1. Enhance utilization and rollover or return of seed funds provided to ensure sustainability of enterprises (farm or non-farm) in prioritized existing and expansion areas</p> <p>2. Creation of opportunities for linkages between communities and resource institutions for skills enhancement (employment and enterprise), farm systems enhancement, market linkages development, access to mainstream finance sources and necessary policy support in prioritized existing and expansion areas</p>	<p>No. of linkages (technical, financial, market, and policy) facilitated for livelihood farm and non-farm enterprises</p> <ul style="list-style-type: none"> <li>▪ At least <b>126 community enterprise development projects</b> with investments coming from LGU and other stakeholders (ARMM-37; SCM-49; WM-30; Caraga-10)</li> <li>▪ <b>6 enterprise projects</b> have formal market and financial linkages (ARMM-1; SCM-2; WM-2; Caraga-1)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project progress, monitoring and terminal reports</li> <li>▪ Partnership agreements</li> </ul>	<p>1. Private sector and other external resource providers view local conditions as conducive to business</p> <p>Risk: Exaggerated reports on peace and order conditions affect the perception of the private sector and other external resource providers</p> <p>Risk Level: High (Medium Consequence; High Likelihood)</p> <p>Mitigating Strategy: Advocate for peace reportage among members of media community; strengthen advocacy for support to peacebuilding to private sector as part of corporate social responsibilities</p>

#### Component 4: Building Stakeholders' Capacity for Conflict Transformation

<p><b>4.1 Enhanced local stakeholder appreciation of human security, peacebuilding and culture of peace principles, concepts and approaches</b></p> <p>1. Capacity building (orientation sessions and activities) to build understanding of local stakeholders (CSOs and local security sector such as police and military commands) of human security, peacebuilding and culture of peace*</p>	<p>Proportion of LGUs and organizations reflecting human security, peacebuilding and culture of peace in their agenda or line of work /plans</p> <ul style="list-style-type: none"> <li>▪ <b>83 LGUs and organizations</b> assisted by the Programme have basic peace-promoting capacities, systems, processes and approaches</li> </ul> <p><i>Programmewide: 9 PLGUs, 46 MLGUs, 12 PDALs/PDAAs, 12 MNLf, 4 CSOs</i></p> <p><i>ARMM: 2 PLGUs, 13 MLGUs, 4 PDALs, 4 MNLf</i></p> <p><i>SCM: 2 PLGUs, 13 MLGUs, 4 PDALs, 2 MNLf</i></p> <p><i>WM: 2 PLGUs, 7 MLGUs, 3 PDAAs, 5 MNLf</i></p> <p><i>CARAGA: 2 PLGUs, 12 MLGUs, 4 CSOs</i></p> <p><i>Palawan: 1 PLGU, 1 MLGU, 1 PDAL, 1 MNLf</i></p>	<ul style="list-style-type: none"> <li>▪ Project progress, monitoring and assessment reports</li> <li>▪ Interviews with stakeholders</li> <li>▪ Stakeholder plans</li> </ul>	<p>1. Openness of target stakeholders to peacebuilding; human security, and culture of peace principles, concepts and approaches</p> <p>Risk: Possible resistance to collaborate among former adversaries (MNLf, AFP, LGUs) may hamper peacebuilding initiatives</p> <p>Risk Level: High (High Consequence; Medium Likelihood)</p> <p>Mitigating Strategy: Intensive IEC campaign; evolving a localized, culturally appropriate peacebuilding framework; involve eminent persons respected by the stakeholders; partner with DILG and other programs to incorporate peacebuilding in their support to LGUs</p>
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Results & Indicative Activities <sup>5</sup>	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<p><b>4.2 Improved competence among local stakeholders, including MNLF, to undertake or participate in community or organizational processes that promote conflict transformation, human security, peacebuilding and culture of peace principles, concepts and approaches</b></p> <p>1. <i>Capacity building to strengthen abilities of local CSOs and local security sector (police/ military commands) in integrating conflict analysis and peace concerns, including gender and development, in plans, using tools, coaching and mentoring, mediating, arbitration, dispute resolution, etc. *</i></p> <p>2. <i>Capacity building interventions for peace for MNLF leaders, both women and men (leadership development, negotiating, influencing, consensus seeking, etc.) *</i></p> <p>3. <i>Support for local stakeholder (MNLF and CSO) application of peacebuilding capacities*</i></p> <p>3.1 <i>Review of and strengthening peacebuilding and human security objectives in stakeholder plans</i></p> <p>3.2 <i>Integrating peacebuilding and human security in stakeholder activities</i></p> <p>3.3 <i>Stakeholders allocate resources for peacebuilding and human security</i></p> <p>3.4 <i>Stakeholders articulate peacebuilding and human security concerns and objectives in local special bodies</i></p>	<p>Evidence of local stakeholders contributing meaningfully and effectively to policy development, and planning for conflict transformation, human security, peacebuilding</p> <ul style="list-style-type: none"> <li>■ <b>At least 32%</b> of Programme-assisted LGUs and organizations model practices, systems and structures in conflict transformation and peacebuilding by 2010</li> </ul> <p><i>Programmewide: 9 PLGUs, 6 cities, 27 MLGUs, 4 PDALs &amp; PDAA, 10 MNLF-SRCs/Groups</i></p> <p><i>ARMM: 2 of 6 PLGUs, 1 city, 6 MLGUs, 1 PDAL, 4 MNLF-SRCs/Groups</i></p> <p><i>SCM: 3 of 5 PLGUs, 2 cities, 15 MLGUs, 1 PDAL, 2 MNLF-SRCs/Groups</i></p> <p><i>WM: 2 of 4 PLGUs, 2 cities, 5 MLGUs, 1 PDAA, 4 MNLF-SRCs/Groups</i></p> <p><i>CARAGA: 2 of 4 PLGUs, 1 city, 1 CSO</i></p> <p><i>Palawan: 1 MLGU</i></p>	<ul style="list-style-type: none"> <li>■ Project progress, monitoring and assessment reports</li> <li>■ Interviews with stakeholders</li> <li>■ Minutes/ documentation of PDC, MNLF meetings with LGUs</li> <li>■ LSB records</li> <li>■ Media accounts</li> </ul>	<ol style="list-style-type: none"> <li>1. Willingness of trained stakeholders to undertake peacebuilding initiatives Risk: Local environment, such as leader attitude and traditional practices, may not be supportive to application of tools and practices in conflict transformation and peacebuilding Risk Level: Medium (Medium Consequence; Medium Likelihood) Mitigating Strategy: Motivate leaders to become peace champions; provide post-training support through coaching and mentoring; engage and mobilize DILG MLGOOs to encourage LGUs and CSOs</li> <li>2. Support provided by respective agencies for their trained personnel to integrate peacebuilding in their plans and programs Risk: Peacebuilding not a priority; lack of resources for peace-building and conflict prevention activities Risk Level: Medium (High Consequence; Medium Likelihood) Mitigating Strategy: Motivate leaders to become peace champions; provide post-training support through coaching and mentoring; partner with DILG to include peacebuilding references in local resource centers</li> </ol>

Results & Indicative Activities <sup>5</sup>	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<p><b>4.3 Improved responsiveness of LGUs to needs of conflict-affected areas and peace and development concerns</b></p> <p>1. <i>Capacity building for LGU leaders and staff, both women and men, on key peacebuilding, human security and gender concepts and principles*</i></p> <p>2. <i>Technical assistance and advocacy activities to improve responsiveness and sensitivity for peace (strengthening local structures; legislating peace-sensitive, gender-responsive policies; integrating peace indicators in M&amp;E; appreciating and mainstreaming indigenous/local practices on peace building and conflict transformation; participatory governance, building/enhancing partnerships)*</i></p> <p>3. <i>Assistance to LGUs* on application of learning, such as but not limited to the following:</i></p> <p>3.1 <i>For LGUs in existing PDCs, reviewing to what extent PDC plans and BDPs have been addressed by municipal plans and addressing gaps; for LGUs in expansion areas ensuring that municipal plans incorporate and address PDC and peace-sensitive BDPs</i></p> <p>3.2 <i>Incorporating PCIA in PDIME activities</i></p> <p>4. <i>Technical assistance to enable LGUs to assume more responsibility for facilitating linkages and mobilizing resources for PDCs *</i></p>	<p><b>At least 40% of Programme-assisted LGUs</b> are allocating funds for peacebuilding initiatives by 2010</p> <p><i>Programmewide: 11 PLGUs, 6 cities, 29 MLGUs</i></p> <p><i>ARMM: 2 of 6 PLGUs, 1 city, 6 MLGUs</i></p> <p><i>SCM: 3 of 5 PLGUs, 2 cities, 15 MLGUs</i></p> <p><i>WM: 2 of 4 PLGUs, 2 cities, 7 MLGUs</i></p> <p><i>CARAGA: 4 of 4 PLGUs, 1 city</i></p> <p><i>Palawan: 1 MLGU</i></p>	<ul style="list-style-type: none"> <li>▪ Project progress, monitoring and assessment reports</li> <li>▪ LGU plans (ELA, sectoral plans, etc.) and AIP</li> <li>▪ LGU legislative enactment records (ordinances and resolutions)</li> <li>▪ LSB reports</li> <li>▪ LGU performance records and reports (i.e., LGPMS, Quarterly Peace and Order Reports, Year-End Reports, etc.)</li> <li>▪ Interviews with communities and CSOs</li> </ul>	<p>1. Commitment of local officials/leaders and LGU personnel to work on conflict transformation and peacebuilding and enhance their accountability on peace and development.</p> <p>Risk: Interest among local leaders and LGU personnel not sustained</p> <p>Risk Level: Medium (Medium Consequence; Medium Likelihood)</p> <p>Mitigating Strategy: Continue coaching and mentoring support; expose LGU leaders and staff to exemplary practices in peacebuilding; support inter-LGU exchanges</p> <p>Risk: Possible cuts in LGUs' IRA may hamper resources flow for conflict transformation, peace building activities/projects</p> <p>Risk Level: Medium (Medium Consequence; High Likelihood)</p> <p>Mitigating Strategy: Link LGUs with other resource providers on peacebuilding and conflict transformation</p> <p>2. Openness and involvement of local legislators to undertake policy reforms in support of conflict transformation and peacebuilding</p> <p>Risk: Political differences affect the participation of local legislators</p> <p>Risk Level: Medium (Medium Consequence; Medium Likelihood)</p> <p>Mitigating Strategy: Programme is purposive in involving local legislators; mobilize the support of the LGU leagues (LMP and VMLP)</p>

Results & Indicative Activities <sup>5</sup>	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<p><b>4.4 Enabling mechanisms supportive of stakeholder initiatives in promoting or advancing human security and peacebuilding</b></p> <p>1. <i>Developing knowledge materials from successful peacebuilding experiences (manuals techno-guides, IEC materials, etc.)</i></p> <p>2. <i>Setting up or enhancing and operationalizing local (provincial or regional) knowledge management structures, processes or centers</i></p> <p>3. <i>Conduct of researches in support of policy analysis, development and advocacy, and sound practices in order to institutionalize and replicate successful peacebuilding initiatives</i></p> <p>4. <i>Support for local peacebuilding stakeholders in policy development*</i></p>	<p><b>20 local knowledge management structures and mechanisms (peace centers) to support peacebuilding initiatives (1 per province)</b></p>	<ul style="list-style-type: none"> <li>■ Project progress, monitoring and assessment reports</li> <li>■ LGU legislative enactment records (ordinances and resolutions)</li> <li>■ Replication reports</li> </ul>	<p>1. Openness and involvement of local legislators to undertake policy reforms in support of conflict transformation and peacebuilding</p> <p>Risk: Political differences affect the participation of local legislators</p> <p>Risk Level: Medium (Medium Consequence; Medium Likelihood)</p> <p>Mitigating Strategy: Programme is purposive in involving local legislators; mobilize the support of the LGU leagues (LMP and VMLP)</p>

**Component 5: Promoting and Advocating a Culture of Peace towards Peacebuilding and Conflict Transformation (cuts across other components)**

<p><b>5.1 Local capacities to practice and promote peace enhanced and strengthened (in support of Components 1, 2, 3 and 4)</b></p> <p>1. <i>Profiling of peacebuilding and human security capacities, experience, and needs of participating communities and LGUs for Programme purposes through baseline and endline studies* leading to identification of practical and strategic gender needs</i></p> <p>2. <i>Advanced orientation on culture of peace, peacebuilding, human security and conflict transformation for implementing partners (technical assistance and direct service providers)</i></p> <p>3. <i>Advanced orientation on the PDC Stages of Development and the Programme framework for staff and implementing partners</i></p>	<ul style="list-style-type: none"> <li>■ <b>452 local social formations</b> applying peacebuilding principles and processes, and able to prevent occurrence or recurrence of conflict through application of PB principles and processes (e.g. dialogue, negotiation and mediation) by 2010 (ARMM-134; SCM-175; WM-100; Caraga-34; Palawan-9)</li> </ul>	<ul style="list-style-type: none"> <li>■ Project progress, monitoring and assessment reports</li> <li>■ Interviews with implementing partners</li> </ul>	<p>1. Openness of LGUs to peacebuilding; human security, and culture of peace principles, concepts and approaches</p> <p>Risk: LGU and agency reluctance to make adjustments in their policies, programs, projects and activities</p> <p>Risk Level: High (High Consequence, Medium Likelihood)</p> <p>Mitigating Strategy:</p> <p>Pursue executive policy support from national government, especially peace agencies</p> <p>Strengthen CSOs' advocacy for policy action from government. Intensify consciousness raising for LGUs and GOs on peacebuilding principles and processes</p>
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Results & Indicative Activities <sup>5</sup>	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<p><b>5.2 Partnerships with agencies, LGUs and social structures at the provincial and regional levels improve stakeholder appreciation of and capacity to promote the Culture of Peace (in support of Component 1, 2, 3 and 4)</b></p> <p>1. Conduct of peace-sensitivity trainings and workshops for government agencies and provincial LGUs (DOH, DILG, DENR, Provincial Development Councils, and Provincial Peace and Order Councils, etc.)*</p> <p>2. Provision of technical assistance to help government agencies be more effective in addressing conflicts and promoting peace*</p> <p>3. Networking with provincial and regional social formations (CSOs, etc.) to support community-based and other local efforts on the promotion of peace*</p>	<p>Evidence of collaboration, cooperation and partnership among key institutions and local social structures to promote and mainstream peacebuilding and conflict transformation</p> <ul style="list-style-type: none"> <li>▪ <b>20 Provincial level strategic partnerships</b></li> <li>▪ <b>6 Regional level strategic partnerships</b></li> </ul> <p>Evidence of policy support to peacebuilding among GOs, LGUs and other Local Social Structures</p> <ul style="list-style-type: none"> <li>▪ <b>20 Provincial level policy issuances on peacebuilding</b></li> <li>▪ <b>6 Regional level policy issuances on peacebuilding</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Project progress, monitoring and evaluation reports</li> <li>▪ Instruments of peace building agreements</li> <li>▪ Provincial or regional policy instruments (resolutions, ordinances, etc.)</li> </ul>	<p>2. Openness of provincial LGUs and government agencies to peacebuilding; human security, and culture of peace principles, concepts and approaches</p> <p>Risk: LGU and agency reluctance to make adjustments in their policies, programs, projects and activities</p> <p>Risk Level: High (High Consequence, Medium Likelihood)</p> <p>Mitigating Strategy:</p> <p>Pursue executive policy support from national government, especially peace agencies</p> <p>Strengthen CSOs' advocacy for policy action from government. Intensify consciousness raising for LGUs and GOs on peacebuilding principles and processes</p>
<p><b>5.3 More venues (mainstream, academic and cultural) to enhance the environment for the promotion and advocacy of the Culture of Peace</b></p> <p>1. Study on the Integration of Culture of Peace and the significance of the FPA in the Education Curriculum of DepEd and CHED</p> <p>2. Instructional enhancement seminars on the culture of peace and gender sensitivity for primary, secondary, tertiary and madrasah educators'</p> <p>3. Interfaith Culture of Peace sharing sessions (Christians, Moslems and other religious/spiritual leaders)</p> <p>4. Promotion of peace journalism</p> <p>4.1 Peace news and features releases and coverage</p> <p>4.2 Media Integration in PDCs</p> <p>4.3 Investigative peace reportage</p> <p>4.4 Summer Courses for Peace Reporting</p> <p>4.5 Support for Mindanao Media Peace Summits</p>	<p>Evidence of COP mainstreaming in the target key institutions' processes and policies</p> <ul style="list-style-type: none"> <li>• <b>60 schools of peace</b> (at least 1 elementary, 1 secondary and 1 tertiary schools<sup>11</sup> in the 20 provinces covered by the Programme) integrating Culture of Peace and Peace Education by 2010 (ARMM-18; SCM-15; WM-12; Caraga-3; Palawan-12)</li> <li>• <b>3 Community radios</b> in each area (SCM, ARMM and WM) assisted in peace and development programming and broadcasting</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project progress, monitoring and evaluation reports</li> <li>▪ Monitoring of broadcast (radio and TV) programmes</li> <li>▪ Print media monitoring</li> <li>▪ Review of formal school curricula</li> <li>▪ Peace education modules for media and educators</li> <li>▪ Reports from MEDCo and OPAPP</li> </ul>	<p>1. Media and educational institutions are willing to participate in the promotion and advocacy of the Culture of Peace. There is continuing availability of institutions providing peacebuilding and conflict transformation courses.</p> <p>Risk: "Sensationalism" in journalism may perpetuate culture of violence and overshadow peace reportage</p> <p>Risk Level: High (High Consequence, High Likelihood)</p> <p>Mitigating Strategy: Selective engagement of mainstream local media and intensive campaign government information agencies on peace reportage.</p> <p>Strengthen capacities of educators and the education sector on peace education.</p>

<sup>11</sup> May either be public or private school

Results & Indicative Activities <sup>5</sup>	Indicators/Targets	Means of Verification	Key Assumptions & Risk Analysis
<p>5. Support for CSO Peace Advocacy Initiatives</p> <p>6. Knowledge sharing support for peace champions</p> <p>7. E-peace advocacy (cyberspace and electronic)</p> <p>8. Support for policy development to further mainstream peacebuilding and the Culture of Peace in government</p>			
<p><b>6.1 Efficient and effective fund management</b></p>	<ul style="list-style-type: none"> <li>▪ Financial performance (Fund Utilization rate and Financial delivery rate)</li> <li>▪ Percentage of material losses/waste of resources</li> <li>▪ Quality of Internal control</li> <li>▪ Number of material/ significant audit findings by internal and external auditors</li> <li>▪ Percentage of material budget deficit</li> </ul>	<p>Financial report (monthly, quarterly, semestral and annual)</p>	<p>Assumptions:</p> <p>All staff are informed/aware of Programme policies, processes and actions</p> <p>Dialogue is practiced among staff and management</p> <p>Media and stakeholders are willing to participate in peace promotion and advocacy, and information/ knowledge exchange</p>
<p><b>6.2 Appropriate administrative and technical support provided to Programme activities to ensure effective performance</b></p>	<ul style="list-style-type: none"> <li>▪ Clear Programme policy and operation guidelines</li> <li>▪ Quality and timeliness of project deliveries</li> <li>▪ At least 2 staff development trainings conducted in a year</li> </ul>	<p>Operations Manual</p>	
<p><b>6.3 Established feedback mechanism</b></p>	<ul style="list-style-type: none"> <li>▪ Operational communication and advocacy mechanisms</li> <li>▪ Quality circle organized and operational</li> </ul>	<p>HRD Plan</p> <p>RCA results</p> <p>Staff communications</p>	
<p><b>6.4 Implemented M &amp; E Plan</b></p>	<ul style="list-style-type: none"> <li>▪ Functional M &amp; E system</li> <li>▪ M &amp; E tools used in generating the reports and assessing progress by Programme staff and partners</li> <li>▪ Timely generation of M &amp; E reports</li> </ul>	<p>M &amp; E reports</p>	

## ANNEX B. ACT FOR PEACE RESULTS AND PEACE SIGNIFICANCE ANALYSIS

Result (The change that we want to see...)	Theory of Change (To achieve this result...)	Indicators (Proof that the result has been achieved...)	Peace Significance (The indicator is significant because...)
<b>Outcomes</b>			
<p><b>Outcome 1</b> Transformation of PDCs, and other conflict-affected and conflict-vulnerable areas is sustained; and community efforts to develop and advance their own initiatives for peace and human security are harnessed;</p>	<p>Conflict-prone areas require complementing support to sustain their transformation into peaceful, resilient and developing communities; they are the peace constituents at the grassroots level and can influence other conflict-affected areas; their experience can be the foundation of peace-oriented policies</p>	<ul style="list-style-type: none"> <li>▪ No. of PDCs that have enhanced abilities to plan, implement, institutionalize and replicate initiatives that promote peace and address threats to human security</li> <li>▪ No. of communities undergoing conflict transformation processes</li> </ul>	<p><b>Rights-Based Approach at the Grassroots.</b> Collective abilities of grassroots communities to plan, implement and sustain/adapt signal the exercise of rights and taking on of responsibilities, which are at the core of “transforming communities”</p> <p>Communities that have a stake in the transformation of their areas will seek and adapt to more effective ways of dealing with differences and conflicts, and of sustaining peaceful change</p>
<p><b>Outcome 2</b> Peacebuilding and conflict transformation (prevention, management and resolution) capacities of actors and institutions are strengthened and institutionalized; and</p>	<p>Working with a larger base of local actors will strengthen responsiveness of duty bearers and civil society to the aspirations of conflict-affected communities; and strengthen local capacities for conflict transformation and peacebuilding</p>	<ul style="list-style-type: none"> <li>▪ No. of LGUs and organizations that model practices, systems and structures in conflict transformation and peacebuilding</li> <li>▪ No. of LGUs and organizations that have peace-promoting capacities, systems, processes and approaches</li> </ul>	<p><b>LGUs and Rights-Based Approach.</b> LGUs are the prime duty bearers at the local level. They are mandated to respond to the aspirations of constituents particularly vulnerable communities. LGUs can take the lead in the creation of an environment that is more favorable for sustained peace and development.</p> <p><b>Peace and Horizontal Relationships.</b> Collaborative efforts of LGUs and other local stakeholders can strengthen relationships that are essential to peace and conflict transformation; and can provide the linkage between grassroots and top level peace actors</p>
<p><b>Outcome 3</b> Critical partnerships towards sustaining an environment of trust, confidence and collaboration for peace and development are strengthened</p>	<p>Working with key institutions, particularly “culture bearers,” broaden peace constituency and nurture the environment for peace</p>	<ul style="list-style-type: none"> <li>▪ Evidence of improved interaction among peace networks, LGUs, government agencies, the security sector, MNLF, media, academe, private, and religious sectors in promoting peace and development</li> </ul>	<p><b>Peace and Vertical Relationships.</b> Key “top level” institutions (duty bearers, private sector, civil society and non-state actors) can provide policy and institutional support to local initiatives that build an overall positive environment for peace.</p> <p>Culture bearers (religious groups, schools and the media) play key roles in evolving and promoting a culture of peace to a larger audience which will broaden peace constituency and lead to generational change.</p>

Result (The change that we want to see...)	Theory of Change (To achieve this result...)	Indicators (Proof that the result has been achieved...)	Peace Significance (The indicator is significant because...)
<b>Outputs</b>			
<p>1.1 Increased number of People's Organizations (POs) and local social formations (LSFs) able to undertake and participate in peace-based planning process and with equitable access to opportunities</p>	<p>POs and LSFs are critical mechanisms to foster effective interaction between duty bearers and claim holders (rights-based approach); they help widen the constituency for peace at the local level and are avenues for communities to link with key institutions for peace</p> <p>LSFs are the reservoirs of local means by which community members manage relationships, resolve conflicts, facilitate healing and reconciliation, and promote peace</p> <p>Community participation in barangay development planning which are to be integrated with higher level will be a key measure to seek equitable access to opportunities</p> <p>Provided:</p> <ul style="list-style-type: none"> <li>▪ PDAs, PDA leagues and alliances and other peace advocates continue to contribute to peacebuilding</li> <li>▪ There is no major and organized resistance to the participation of women</li> <li>▪ Local stakeholders are supportive</li> <li>▪ Municipal LGUs integrate BDPs with their development plans and provide resources to support implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ No. of POs (including women's groups) and LSFs organized and strengthened</li> </ul> <hr/> <ul style="list-style-type: none"> <li>▪ No. of Barangay Development Plans (BDPs) with peacebuilding dimension adopted by the Barangay Council</li> <li>▪ No. of PDCs able to mobilize internal and external resources for BDP</li> </ul>	<p><b>Groups and Social Cohesion.</b> Groups serve as platforms to articulate common interests, build consensus and provide venues for addressing conflicts</p> <p><b>Groups and Good Governance.</b> Groups are effective for shared decision-making and collective action and for fostering accountability, transparency and participation</p> <hr/> <p><b>Peace-Promoting Local Development Planning.</b> Local plans are the instruments for prioritization and for allocating resources at an institutional level. Hence it is important that in post-conflict or conflict-affected/vulnerable communities they be prepared in a peace-promoting manner.</p>
<p>1.2 Wider support and constituency for peace; more effective inter-PDC/ barangay collaboration for the promotion of peace and human security</p>	<p>PDAs that were involved in previous GOP-UN MDP Programmes are involved in ACT for Peace implementation to harness their skills, resources and networks and to sustain their commitment to peace. New champions for peace are being identified and trained to develop their catalytic capacities, particularly in facilitation, linkage-building, communication, education, mobilization, management, and coordination</p> <p>Spaces for peace have to be supported to enable communities to negotiate and assert peace with armed actors. In many cases, spaces for peace graduate into Peace and Development Communities.</p> <p>Provided</p> <p>(same assumption as 1.1)</p>	<ul style="list-style-type: none"> <li>▪ No. of functional peace and development mechanisms initiating dialogues, inter-PDC collaborative works and peace advocacy</li> </ul> <hr/> <ul style="list-style-type: none"> <li>▪ No. of new communities adopting PDC approach</li> </ul>	<p><b>Developing capacities of key people in peace work.</b> PDAs are community-based peace workers; they are important link of their communities to peace organizations and other support agencies; some of them are MNLF combatants now involved in peacebuilding and are an important channel for MNLF members to join mainstream society.</p> <p><b>Spaces for peace as expressions of community action.</b> Spaces for peace are expressions of the assertion of communities of their right to live without fear of armed conflict and its consequences; it is a place where people chose to initiate change and address their needs through peaceful means</p>

Result (The change that we want to see...)	Theory of Change (To achieve this result...)	Indicators (Proof that the result has been achieved...)	Peace Significance (The indicator is significant because...)
1.3 Improved interface and complementation among local social healing and peacebuilding practices; mainstreamed peace initiatives	Identifying, studying and strengthening social healing practices are ways of respecting rights and affirming cultural integrity; and can lead to mainstreaming of the practices, thus enhancing peace practice  Provided: <ul style="list-style-type: none"> <li>▪ The justice system continues to recognize local conflict resolution systems/ mechanisms and processes</li> </ul>	<ul style="list-style-type: none"> <li>▪ No. of local/ indigenous social healing practices interfaced with mainstream, peacebuilding practices</li> </ul>	<b>Recognizing local capacities for peace.</b> Communities have inherent capacities to promote social healing and harmony expressed through local, cultural and indigenous practices; they are accessible venues and first line mechanisms for communities to manage conflict and prevent violence.
2.1 Improved community access to integrated health services that meet community defined needs and promote women's health rights <sup>1</sup>	Providing access to integrated health services and WASH facilities trigger the transformation process, enabling local constituencies (particularly women and children) to assert their health rights and take responsibility for them.  Provided: <ul style="list-style-type: none"> <li>▪ There is (full) commitment and support of LGUs particularly the Provincial and Municipal Health Offices and other health agencies</li> <li>▪ There are no major opposition to the provision of reproductive health information and services especially to women and adolescents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proportion of men, women and children availing of health services in the community</li> <li>▪ No. of families with access to potable water</li> <li>▪ No. of graduates from stepladder curriculum for midwifery serving their communities</li> <li>▪ No. of community-based health capability building activities conducted.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Right to health.</b> Access to &amp; enjoyment of health services &amp; facilities &amp; to enjoy certain social conditions favorable to the highest attainable standard of health. (Human Rights &amp; Their Normative Bases)</li> <li>▪ <b>Health as a dimension of human security.</b> Poor health is among the recognized threats to human security worldwide. Conflict-affected and vulnerable communities are highly susceptible to diseases and illness due to displacement, stress and poor sanitation. Lack of access to basic health services and water supply, sanitation and hygiene (WASH) facilities can reinforce feelings of neglect and exclusion.</li> <li>▪ <b>Water as resource.</b> Local conflicts are sometimes triggered by competition over water resources</li> </ul>
2.2 Needs of communities affected by armed conflict or natural disasters served in a timely manner	Timely and participatory responses to displacement and capacitating communities and local institutions will in the long run prepare them by developing mechanisms that will help them cope and make them less vulnerable to future displacements  Provided: <ul style="list-style-type: none"> <li>▪ There is full commitment and support of LGUs and disaster response mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>▪ No. of affected families provided with food, medicines and temporary shelter</li> <li>▪ No. of organized disaster preparedness teams capable of responding to emergencies</li> </ul>	<b>IDP Rights.</b> Displaced individuals and communities have special needs and rights which duty bearers, support institutions and host communities need to respond to on an urgent basis.  Failure to observe IDP rights and emergency assistance standards can lead to conflicts in evacuation centers and host communities and exacerbate feelings of neglect and abandonment

Result (The change that we want to see...)	Theory of Change (To achieve this result...)	Indicators (Proof that the result has been achieved...)	Peace Significance (The indicator is significant because...)
3.1 Enhanced stakeholder awareness and appreciation of community economic development principles, concepts and approaches	<p>Post-conflict or conflict-affected/vulnerable communities require economic support to trigger or support transformation. But there needs to be a “shared vision” among men and women and relationship-building for the development of the community economy based on an understanding of local capacities and vulnerabilities; with local governments playing a supporting and facilitating role.</p> <p>Public investments are essential in conflict-affected and vulnerable communities for providing an enabling environment for them to mobilize their own resources, as well as encouraging joint ventures in the form of public-private partnerships; these are important ways of increasing financial, human, and social capital in these communities.</p>	<ul style="list-style-type: none"> <li>▪ No. of economic development initiatives collectively identified by community key actors based on environmental, physical, financial and human resources, and market opportunities</li> <li>▪ Proportion of men and women involved in the identification and implementation of community economic development initiatives</li> </ul>	<p><b>Food Security.</b> Conflict-affected and vulnerable communities sometimes rely on food ration and subsidy; they lack access to available, adequate and sustainable food supply, and are vulnerable to threats to food and economic security.</p> <p><b>Effects of conflict on the local economy.</b> Post-conflict or conflict-affected and vulnerable areas often experience resource flight (human resource, capital/fiscal resource) and communities are hard pressed to rebuild the community economy.</p> <p><b>Links among environment, economy and conflict.</b> Conflict-affected communities are often dependent on natural resources (i.e., forests, aquamarine, etc.). Environmental degradation and resource competition can be sources of conflicts.</p>
3.2 Improved competence among stakeholders to undertake or participate in community economic development processes that focus on self and wage employment skills and agri-based livelihood.	<p>Provided:</p> <ul style="list-style-type: none"> <li>▪ Implementing partners that can provide technical assistance on sustainable agriculture-based livelihood and enterprise / skills development are available and accessible</li> <li>▪ Development stakeholders perceive peace and order condition as prerequisite to economic growth and prosperity</li> <li>▪ Tenure over resources, in particular land, enables communities to productively utilize them for economic gain</li> </ul>	<ul style="list-style-type: none"> <li>▪ No. of stakeholders (particularly women, and MNLF) involved in community economic development initiatives (enterprise, job creation and agri-fishery productivity)</li> <li>▪ Evidence of community initiatives and efforts to establish, strengthen and sustain internal resource generation (e.g. capital build-up and repayment, etc.)</li> </ul>	<p><b>Structural causes of poverty and violence.</b> Livelihood and enterprise support may be constrained by structural causes (i.e., monopoly, poor access, etc.) and will not necessarily change social inequities and other structural causes of violence. Poverty is perceived to be a form of injustice in conflict-affected and vulnerable communities.</p>
3.3 Environment more responsive to community economic development initiatives that promote or advance human security and peacebuilding	<ul style="list-style-type: none"> <li>▪ Complementation with other development programs to ensure effective and efficient project implementations in the communities is pursued</li> <li>▪ Private sector and other external resource providers view local conditions as conducive to business</li> </ul>	<ul style="list-style-type: none"> <li>▪ Percentage of community economic development project cost coming from LGU and other stakeholders</li> <li>▪ No. of linkages (technical, financial, market, and policy) facilitated for livelihood and farm and non-farm enterprises</li> </ul>	

Result (The change that we want to see...)	Theory of Change (To achieve this result...)	Indicators (Proof that the result has been achieved...)	Peace Significance (The indicator is significant because...)
4.1 Enhanced local stakeholder appreciation of human security, peacebuilding and culture of peace principles, concepts and approaches	<p>Enhancing the conflict management and good governance capacities of LGUs and other local stakeholders would promote effectiveness of conflict transformation and peacebuilding initiatives; responsiveness to concerns of post conflict or conflict affected/vulnerable communities; and effectively inform macro policy and institutional response</p> <p>Provided:</p> <ul style="list-style-type: none"> <li>▪ Target stakeholders are open to peacebuilding, human security, and culture of peace principles, concepts and approaches</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proportion of LGUs and organizations reflecting human security, peacebuilding and culture of peace in their agenda or line of work /plans</li> </ul>	<p>Rights-based approach. Conflicts may be borne out of the disregard for human rights. Rights promotion, protection and fulfillment are lodged with state institutions. Applying the human rights framework and the principles of rights entitlements and state obligation to development and governance processes, particularly in development planning, policy and legislation, administrative functions, programs and service delivery may prevent or transform conflicts.</p>
4.2 Improved competence among local stakeholders, including MNLF, to undertake or participate in community or organizational processes that promote conflict transformation, human security, peacebuilding and culture of peace principles, concepts and approaches	<ul style="list-style-type: none"> <li>▪ Trained stakeholders are willing to undertake peacebuilding initiatives</li> <li>▪ Support is provided by respective agencies for their trained personnel to integrate peacebuilding in their plans and programs</li> <li>▪ Local officials/leaders and LGU personnel commit to work on conflict transformation and peacebuilding and enhance their accountability on peace and development</li> <li>▪ Local legislators are open to and willing to be involved in policy reforms in support of conflict transformation and peacebuilding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evidence of local stakeholders contributing meaningfully and effectively to policy development, and planning for conflict transformation, human security, peacebuilding</li> </ul>	<p><b>LGUs mandate and added value.</b> By law, LGUs have responsibilities over their constituents, including those affected by or vulnerable to conflicts. They are able to influence peace and conflict actors particularly local security forces. They can link local to national peace initiatives. They can create the conditions that would sustain the momentum for peace and the transformation of communities.</p>
4.3 Improved responsiveness of LGUs to needs of conflict-affected areas and peace and development concerns		<ul style="list-style-type: none"> <li>▪ Proportion of LGUs allocating funds for peacebuilding initiatives of PDCs and other conflict-affected areas.</li> </ul>	<p><b>Involvement of other local stakeholders in peace work and conflict transformation.</b> The participation of CSOs, academe, media, private sector, religious sector, security sector and non-state actors can broaden local constituency for peace, enhance the application of the rights-based approach, make local governance more transparent, accountable and participatory and contribute to efforts to address conflicts.</p>
4.4 Enabling mechanisms supportive of stakeholder initiatives in promoting or advancing human security and peacebuilding		<ul style="list-style-type: none"> <li>▪ No. of established local knowledge management products, structures and mechanisms to support peacebuilding initiatives</li> </ul>	

Result (The change that we want to see...)	Theory of Change (To achieve this result...)	Indicators (Proof that the result has been achieved...)	Peace Significance (The indicator is significant because...)
<p>5.1 Local capacities to practice and promote peace enhanced and strengthened</p>	<p>Empowering local constituencies to assert their rights, demand for good governance and make key stakeholders and duty holders responsible and accountable will contribute to local peacebuilding.</p> <p>Empowering local social formations will strengthen and consolidate initiatives to prevent occurrence, recurrence or build up of possible conflicts</p> <p>Empowering local social formations to apply the peace tools and processes will result to more inclusive, participatory, rights-based and peace-sensitive policies, plans, programs and projects.</p> <p>Provided:</p> <ul style="list-style-type: none"> <li>▪ LGUs and government agencies are open to peacebuilding; human security, and culture of peace principles, concepts and approaches</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proportion of local social formations applying peacebuilding principles and processes</li> <li>▪ Evidence of conflict prevention initiatives undertaken by the local social formations</li> </ul>	<p><b>Local Action and Good Governance in Conflict-Prone Situations.</b> Local groups acting for peace signify a wider constituency for peacebuilding and increased levels of ownership, accountability and effectiveness in conflict management</p>
<p>5.2 Partnerships with agencies, LGUs and social structures at the provincial and regional levels improve stakeholder appreciation of and capacity to promote the Culture of Peace</p>	<p>Influencing the duty bearers through critical partnerships and capacity building to transform policies, programs, plans, programs and projects to be supportive of peacebuilding and conflict transformation</p> <p>Provided:</p> <ul style="list-style-type: none"> <li>▪ Data is available and respondents are willing to provide accurate data</li> <li>▪ Provincial LGUs and government agencies are open to peacebuilding; human security, and culture of peace principles, concepts and approaches</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evidence of collaboration, cooperation and partnership among key institutions and local social structures to promote and mainstream peacebuilding and conflict transformation</li> <li>▪ Evidence of policy support to peacebuilding among GOs, LGUs and other Local Social Structures</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Rights-Based Approach.</b> Duty bearers' accountability and responsibility to provide, promote and protect human rights for peacebuilding</li> <li>▪ <b>Vertical and horizontal linkages &amp; an enabling policy environment strengthen local peace infrastructure.</b> Partnerships and collaboration with key institutions at the meso and macro levels complement and support grassroots initiatives</li> </ul>

<b>Result (The change that we want to see...)</b>	<b>Theory of Change (To achieve this result...)</b>	<b>Indicators (Proof that the result has been achieved...)</b>	<b>Peace Significance (The indicator is significant because...)</b>
5.3 More venues (mainstream, academic and cultural) to enhance the environment for the promotion and advocacy of the Culture of Peace	<p>Mainstreaming a culture of peace will amplify its promotion, broaden peace platforms and infrastructure for peacebuilding and conflict transformation, and at the same time contribute to the sustainability of an overall positive environment</p> <p>Provided:</p> <ul style="list-style-type: none"> <li>▪ Media and educational institutions are willing to participate in the promotion and advocacy of the Culture of Peace</li> <li>▪ National government will provide regular budget support for the operationalization of Executive Order No. 570</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evidence of COP mainstreaming in the target key institutions' processes and policies</li> </ul>	<p><b>Enabling environment.</b> Involvement of key sectors and institutions (e.g. academe, media, private, and religious sectors) is crucial in establishing and enhancing a nurturing environment for peacebuilding</p>

## ANNEX C. GLOSSARY OF TERMS

Conflict transformation	A process of engaging with and transforming the relationships, interest, discourses, and, if necessary, the very constitution of society that supports the continuation of violent conflict. Also refers to the deliberate interventions pursued by key actors in the conflict setting to effect peaceful change. Represents a comprehensive set of lenses for describing how conflict emerges from, evolves within and brings about changes in the personal, relational, structural and cultural dimensions, and for developing creative responses that promote peaceful change within those dimensions through non-violent mechanisms.
Context monitoring	Process that keeps track changes in the Programme's operating environment, particularly on the dynamics of peace and conflict that are affecting Programme performance. It describes the risks and opportunities that guide the formulation of mitigating strategies to combat the risks, and to positively influence the conflict environment. The Programme regularly updates its analysis of the conflict environment, as well as the overall context where it operates. Understanding changes in the context puts the Programme in a better position to mitigate adverse effects and effectively respond to these changes.
Cultural transformation	Refers to changes in cultural patterns as shared by a group of common ethno-linguistic background or religion. While personal and relational changes impact individual, as well as interpersonal and community relationships, cultural changes, along with structural changes, involve longer and deeper changes that impact institutions and wider social, political and economic patterns.
Effectiveness	Programme evaluation criterion that measures the extent to which outcomes are being achieved through implementation of projects, and delivery of inputs and activities.
Efficiency	Programme evaluation criterion that measures the extent to which outputs are being produced in the most economical manner, as indicated and supported by timely delivery of inputs and activities.
Formative evaluation	Review process undertaken semi-annually and at the middle of Programme implementation, to determine progress to date, and to identify specific areas on how to further improve Programme performance.
Gender mainstreaming	Process or strategy through which gender perspectives are integrated into the overall operations of an agency. It is an organized effort to bring gender perspectives in the goals, policies, structures, processes, programs, and projects of the agency. It also focuses on developing institutional mechanisms and strategies to address specific issues or concerns (NCRFW 2001).
Impact assessment	Review process to be undertaken in order to evaluate Programme performance in relation to sustainability of peacebuilding efforts, and its adaptability to changes in the dynamics of conflict at various levels and contexts (local, regional, and national levels). Impact assessment will be conducted at the end of the Programme (provisional impact assessment to determine its immediate impact and contribution to 'peace writ large'), as well as some time (3-5 years) after the Programme has been completed.

Implementation monitoring	Type of monitoring common to all development-oriented programmes and projects, the process keeps track the delivery of inputs and activities that produces outputs in terms of goods and services.
Indicator	A quantitative, qualitative or a combination of quantitative and qualitative factor or variable that provides a simple and reliable means to reflect the changes connected to an intervention. Indicators enable implementers to perceive differences or improvements relating to the desired changes, reflected as outputs, and as progress towards outcomes. Indicators for the Programme were selected based on the following criteria: credibility, attribution, significance and affordability.
Logical Framework of Analysis	A conceptual and analytical tool that describes the vertical and horizontal logic and inter-relationship of Programme objectives, results and key activities. The vertical logic of the “logframe” illustrates how results at various levels of the design hierarchy interact with each other – from inputs and activities to purpose and goal; from outputs to outcomes that contribute to impact at the macro level. The horizontal logic establishes the connection of the objectives to the expected results that will be measured through the indicators or evidence that changes or transformations are happening. Achievements of these results are based on certain risks and assumptions that provide the context and operating environment of the Programme upon its conception.
Outcomes monitoring	Type of monitoring that measures behavioral changes and its underlying theories of change in relation to the four dimensions of conflict (personal, relational, structural and cultural). This aspect of conflict-sensitive monitoring is essentially not within the direct control of the Programme. The positive changes resulting from various interventions, however, speak well of the Programme’s degree of influence and success in changing the dynamics of conflict toward sustained peace.
Peacebuilding	Initiatives that foster and support sustainable structures and processes which strengthen the prospects for peaceful coexistence and decrease the likelihood of the outbreak, reoccurrence or continuation of violent conflict. Covers all measures designed to consolidate peaceful relations and strengthen viable political, socio-economic and cultural institutions capable of mediating conflict, as well as strengthen other mechanisms that will either create or support the creation of necessary conditions for sustained peace.
Performance management	A strategic framework and approach in managing and improving performance, it optimizes results by aligning all operating units, systems and processes in order to achieve Programme objectives and contribute to larger peacebuilding and conflict transformation. It also aims at enhancing organizational learning and support substantive accountability among partners and stakeholders. Performance management enables the Programme to provide timely and accurate information, as well as generate feedback from partners and stakeholders. In line with the government and donor community’s commitments to the Paris Declaration on aid effectiveness, it further promotes harmonization, ownership and accountability, as builds on and aligns its mechanisms and processes to duly established systems.
Performance measurement	Refers to the system and processes involved in monitoring and evaluation of Programme performance, based on agreed standards and measures of performance formulated at the inception and pre-implementation phase of the Programme. Conflict-sensitive performance measurement describes the changes that happen in relation to the four dimensions of conflict, and further explains when and how they happen, and the prospects of sustaining and scaling up these changes.

Personal transformation	Refers to the dimension of change that describes progress and capacities built in terms of knowledge, skills, attitude and behavior of individuals who are directly or indirectly affected by armed conflict.
Programme Integrated Application System	Online computer-based system developed by the Programme to efficiently capture, process, store and retrieve timely information on Programme performance. The PIAS speeds up processing and monitoring of administrative, financial and technical transactions, as well as results in terms of outputs and benefits needed in the analysis and preparation of progress reports across operating areas and units.
Relational transformation	Refers to the dimension of change that describes progress and capacities built in relation to communication patterns, leadership and management of conflict situations that involve various groups within a community.
Results and peace significance analysis	Matrix that provides detailed analysis of Programme results and its underlying theories of change. It supports and complements the analysis contained in the Logical Framework of Analysis. It further explains the peace significance of indicators which serve as proof or evidence that the results or changes are being achieved.
Structural transformation	Refers to the dimension of change that describes progress that involves changes in social conditions, procedural and institutional patterns as brought about by protracted armed conflict.
Summative evaluation	Comprehensive review process to be undertaken at the end of Programme implementation in 2010 as an overarching assessment of how the Programme has achieved its purpose, and how it has contributed to national peace goals, based on its cumulative accomplishments vis-à-vis targets and expected results contained in the Programme's Logical Framework of Analysis.
Sustainability	Programme evaluation criterion that measures the durability or extent to which behavioral changes and peace outcomes will last, as well as the adaptability of these changes to conflict dynamics at various levels (local, regional, and national).
Theory of change	Set of beliefs about how change happens. While such theory broadly explains the logic behind the Programme's approaches, it also looks for specific changes that can easily be monitored and evaluated.

## ANNEX D. HOW CONFLICT-SENSITIVE M&E WORKS ON A POTABLE WATER SYSTEM PROJECT

