

# Stakeholder Engagement Plan (SEP)

## 1. Introduction/Project Description

The Unifying Pathways, Linkages, and Inclusive Facilitation of Transformative Services for Decommissioned Combatants (UPLIFT DC) Project is situated within the broader peacebuilding efforts in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), following decades of armed conflict and the signing of the Comprehensive Agreement on the Bangsamoro (CAB). While the political track has progressed, the normalization track, particularly the decommissioning of Moro Islamic Liberation Front (MILF) combatants, has faced significant delays. Only 65% of the 40,000 targeted combatants have been decommissioned, with women significantly underrepresented. Socio-economic support has been uneven, and female combatants, often lack formal recognition and access to benefits. The project aims to address these gaps through a consolidated information system, improved case management, and targeted socio-economic interventions, emphasizing gender responsiveness and inclusive development.

The UPLIFT DC Project aims to improve the case management and reintegration interventions for decommissioned combatants (DCs) and their next of kin. This project is fully aligned with the main objective of the Bangsamoro Normalization Trust Fund which is to assist MILF combatants, and their communities achieve their desired quality of life in a peaceful and inclusive manner.

The UPLIFT DC Project comprises the following components: 1. Establishment and operationalization of an Information Management System (IMS), 2. Strengthening of case management system and capacity building for the case managers, and 3. Delivery of socio-economic services to selected male and female MILF DCs. The project will be implemented in BARMM and will primarily target the DCs from the MILF and their next of kin.

The project targets 26,000 combatants and includes 600 individuals (300 direct and 300 cooperative members), supported by 36 case managers. Gender-sensitive strategies are embedded throughout, aiming to transform perspectives on women's roles in peacebuilding and ensure equitable access to opportunities.

The UPLIFT DC is being prepared under the World Bank's Environment and Social Framework (ESF). Per Environmental and Social Standard (ESS) ESS10 on Stakeholder Engagement and Information Disclosure, the implementing agencies should provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, or intimidation. This Stakeholder Engagement Plan (SEP) is anchored in Philippine legislation including Republic Act No. 11054 (Bangsamoro Organic Law), Republic Act No. 10173 (Data Privacy Act of 2012), Executive Order No. 79 s. 2019, and other relevant national laws. These frameworks require the implementing agencies to ensure inclusive, transparent, and culturally appropriate stakeholder engagement and information disclosure, and to protect the privacy and rights of all project stakeholders.

### Project Components:

Component 1: Information Management System (IMS)

This component focuses on establishing and operationalizing the Information, Advisory, and Referral Services (IARS) System to support the reintegration of DCs. It involves designing and customizing a centralized, web-based platform capable of managing case data, facilitating referrals, and tracking socio-economic services. The system will be developed collaboratively with stakeholders including the Task Force for Decommissioned Combatants and their Communities (TFDCC), Department of Social Welfare and Development (DSWD), and other service agencies, and will integrate robust data privacy and security protocols. It aims to provide real-time, gender-disaggregated data to inform planning, implementation, and monitoring, including responses to gender-based violence.

#### Component 2: Strengthening Case Management and Capacity Building

This component enhances the case management system for MILF DCs by developing unified guidelines and training case managers from DSWD and MILF focal points. It addresses gaps in re-engagement and trust-building by equipping case managers with tools and knowledge in peacebuilding, normalization, and socio-economic development. The initiative emphasizes gender and cultural sensitivity, with the potential to include Bangsamoro Islamic Women Auxiliary Brigade (BIWAB) and Social Welfare Committee (SWC) members or their families as trained case managers. Regular case conferences and monitoring will ensure adaptability and effectiveness, with the goal of delivering tailored interventions that reflect the diverse needs of DCs and their next of kin.

#### Component 3: Delivery of Socio-Economic Services

This component delivers targeted livelihood, psychosocial, and life skills support to selected male and female DCs, especially in the Lanao provinces. It includes vocational training aligned with local labor markets, starter kits, and cooperative development support. Special attention is given to women's inclusion through quotas, gender-responsive training, and leadership opportunities within cooperatives. Values transformation and peacebuilding are embedded across all activities to foster behavioral change and community resilience. The component also promotes inclusive beneficiary selection criteria and aims to challenge traditional gender roles by expanding economic opportunities for women and marginalized groups.

## **2. Objective/Description of SEP**

The objective of this Stakeholder Engagement Plan (SEP) is to establish a structured and inclusive approach for engaging stakeholders throughout the implementation of the UPLIFT DC Project. It aims to ensure transparent communication, meaningful participation, and continuous feedback from all relevant actors and stakeholders, including DCs, their next of kin, people's organizations, government agencies, and development partners. The SEP outlines the methods and frequency of public information disclosure and consultation, ensuring that stakeholders are informed of project development objectives, activities, and progress, and are able to influence decision-making processes that reflect their needs and priorities.

This SEP also defines the mechanisms through which stakeholders can raise concerns, provide feedback, or lodge complaints related to project activities. These include accessible channels managed through a dedicated Grievance Mechanism (GM). The GM will ensure that all grievances are documented, tracked, and resolved in a fair, confidential, and timely manner. Through this plan, the project commits to fostering trust, accountability, and inclusive development outcomes.

## **3. Stakeholder identification and analysis**

### 3.1 Methodology

In order to meet best practice approaches, the project will apply the following principles for stakeholder engagement:

- *Openness and life-cycle approach:* Public consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- *Informed participation and feedback:* Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, and for analyzing and addressing comments and concerns.
- *Inclusiveness and sensitivity:* Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, particularly women, the elderly, persons with disabilities, displaced persons, and migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.
- *Flexibility:* If cultural context (for example, particular gender dynamics), or governance factors (for example, high risk of retaliation) inhibits traditional forms of face-to-face engagement, the methodology should adapt to other forms of engagement, including various forms of internet- or phone-based communication.

### 3.2. Affected parties and other interested parties <sup>1</sup>

Affected parties include individuals and communities who are directly impacted by the implementation of the UPLIFT DC Project.

MILF Decommissioned combatants: these primarily consist of the 26,000 MILF DCs, including both male and female members, as well as their next of kin. This also includes members of the BIWAB, SWC, and DC cooperatives. These stakeholders are expected to benefit from the project's socio-economic component, TVET training, and case management interventions, but may also experience challenges related to access, eligibility, and service delivery.

Government Partners: Other interested parties include national and regional government agencies such as the DSWD, TFDC, Technical Education and Skills Development Authority (TESDA), and the BARMM Ministry of Basic, Higher, and Technical Education (MBHTE). These stakeholders contribute to policy alignment and technical support and are essential in ensuring the project's responsiveness to community needs and priorities.

Affected Parties	Role and participation in the project
Decommissioned combatants (DCs) and their next of kin	These are recognized members of the MILF-Bangsamoro Islamic Armed Forces (MILF-BIAF) and BIWAB who already went through the decommissioning process and are in need (and eligible) of socio-economic support towards their reintegration to mainstream society as civilians. They are the ones intended to be the direct beneficiaries of Project interventions.

	To ensure sustainable economic opportunities for the DCs and given that a significant number of DCs are in their twilight years, their eligible next of kin will be engaged in livelihood and TVET initiatives on their behalf.
People’s organizations (POs) or cooperatives	Composed of community members (with DCs and BIAF/BIWAB members) who have organized themselves and secured accreditation from relevant government entities. They will benefit from the Project through the livelihood assistance packages including capacity building activities, expected to operate and maintain communal infrastructure projects, and those supported to promote social cohesion and community resilience initiatives.
Front and Base Commands Leadership, Focal Persons (BIAF and BIWAB)	These are the recognized leaders in the MILF camps composed of the commanders and officers of the BIAF’s Front and Base Commands. They continue to command the trust and respect of DCs, MILF combatants, their families, and camp communities within their jurisdiction. They are expected to lead the equitable development of their communities, allocate resources on the basis of inclusion and consensus, and resolve local conflicts before they severely disrupt development gains or deter investment in their respective areas.
Communities	Refers to the group of people living within core areas of MILF camps characterized by an (organizationally) homogenous composition, i.e., mostly MILF-BIAF members or their families. As intended beneficiaries, they will be potentially directly influenced by the project or/and have been identified as most susceptible to either positive or negative effects associated with it, who need to be closely engaged in identifying impact significance as well as decision-making, mitigation, and management measures.
Moro Islamic Liberation Front (MILF)	<p>The Moro Islamic Liberation Front (MILF), the key party to the Comprehensive Agreement on the Bangsamoro (CAB) alongside the Philippine Government, is a revolutionary organization advocating for Bangsamoro self-governance and now holds leadership roles in the Bangsamoro Transition Authority and joint peace mechanisms.</p> <p>In this action, the MILF plays a central role in guiding implementation and ensuring alignment with the normalization commitments under the CAB, as represented through the joint peace mechanisms.</p>
Peace Implementing Panel (PIP)	<p>The Peace Implementing Panels (PIP) of the Government of the Philippines (GPH) and the MILF are mandated to jointly oversee the effective implementation of the Comprehensive Agreement on the Bangsamoro (CAB), including legislative advocacy, review of peace mechanisms, and the phased rollout of normalization programs such as decommissioning.</p> <p>In this project, the PIP plays a key role in aligning interventions with the CAB’s normalization track and ensuring coordination between parties for smooth implementation, as represented through the joint peace mechanisms.</p>
Joint Task Forces on Camps Transformation (JTFCT)	As provided in the Annex on Normalization, the JTFCT will “assess the needs, plan appropriate programs, and undertake necessary measures to transform these areas into peaceful and productive communities”. The work of the

	<p>JTFCT shall be coordinated and supervised by four (4) coordinators, two (2) each from the GPH and the MILF.</p> <p>The JTFCT will be regularly coordinated and consulted regarding planning, validation, and monitoring of camp transformation interventions of the Action.</p>
Task Force for Decommissioned Combatants and their Communities (TFDCC)	<p>According to the Annex on Normalization, the TFDCC undertakes all efforts related to socio-economic and development programs for MILF combatants and their communities identified under the Normalization Annex of the CAB. It assists the Panels to identify and implement socio-economic priorities and development projects that address the needs of MILF combatants and their communities.</p> <p>Currently, the TFDCC faces significant challenges in profiling and monitoring decommissioned combatants due to the limitations of existing data management tools and resources. The Information Management System to be established under Component 1 will bridge these gaps by providing real-time, actionable data, enabling more effective planning and targeted implementation of normalization support measures.</p> <p>As one of the primary users of the proposed IMS, both the GPH and MILF TFDCC will be coordinated regularly regarding the progress and accomplishments of the project.</p>
Department of Social Welfare and Development (DSWD)	<p>The DSWD is the primary government agency that leads the decommissioning of the MILF combatants. They lead the profiling of the combatants, primary custodian for DC profiles, and are also tasked with their case management. The project will engage the DSWD Central Office and its Field Offices (FO XII and FO X) for recommendations on the IMS and capacity building for their case workers/managers engaged in providing services to the DCs.</p>
Ministry of Basic, Higher and Technical Education – Technical Education and Skills Development (MBHTE-TESD) and TESDA	<p>MBHTE-TESD and TESDA lead the implementation and certification of TVET programs in the BARMM and the country, respectively. They will be tapped for the TVET programs for DCs and their next of kin and support the design of training packages and starter kits.</p>
Cooperative and Social Enterprise Authority (CSEA) and Cooperative Development Authority (CDA)	<p>CSEA and CDA are regulatory agencies in the Bangsamoro region and nationwide, respectively, that assist cooperatives and social enterprises in their registration, provide technical guidance and capacity building, and inspect and monitor operations of these entities. These agencies can provide strategic guidance on the cooperatives and organizations assisted by the project in their successful registration and operations.</p>
Case Managers	<p>The case managers will be the direct recipient of the activities under Component 2. They are employed by DSWD will handle the social case management of the decommissioned combatants in their specific area, with a 1:100 ratio of case managers to DCs. They will ensure that each DC receives tailored support through profiling and coordinated service referrals.</p>

	Case managers will be actively involved in monitoring and adapting interventions to the evolving needs of DCs and their next of kin. They can also facilitate feedback and grievance redress and contribute to the overall effectiveness and efficiency across all components of the project.
Local Government Units (LGUs)	The Municipal and Barangays LGUs are the officially recognized geopolitical units that oversee local governance in their respective areas of jurisdiction, including those where the MILF and its camps have a scope of influence. They are mandated to provide direct and basic services to its constituency and ensure peace and order within its communities. Their role is important in overseeing interventions align with local development priorities, providing counterpart support/resources as needed and looking after the sustainability of subprojects, particularly the communal infrastructures.
Service providers	Refer to the suppliers, contractors, and responsible parties (RPs) that will be engaged through UNDP’s applicable procurement/engagement modalities to provide the required goods and services for implementation. Of particular interest are the building contractors and RPs as they are responsible for the implementation of major activities or specific key subcomponents of the Project, will have substantial direct contact with the identified affected parties of the Project, and are therefore obliged to comply with UNDP’s safeguard policies, including guidelines and regulations for financial resources management.
Ministry of Social Services and Development (MSSD)	The MSSD is the regional agency committed to safeguarding the rights, needs, and interests of all citizens, with a special focus on the marginalized and vulnerable sectors. Alongside the field offices of the DSWD, they also monitor progress of programs and interventions given to the DCs in the Bangsamoro region.

**3.3. Disadvantaged/vulnerable individuals or groups<sup>2</sup>**

Within the Project, vulnerable or disadvantaged groups may include but are not limited to the following:

<b>Disadvantaged / Vulnerable Groups</b>	<b>Role, participation, and benefits in the project</b>
Non-decommissioned combatants	To date, 14,000 members of the MILF-BIAF/BIWAB are still waiting for their decommissioning. They are in need of support during this post-conflict transition but are unable to fully avail of the benefits, particularly in assessing the socio-economic assistance packages of the government, until such time that they are fully and officially recognized as DCs.  While awaiting their formal decommissioning, they will also be engaged in inclusive consultations, community-based planning, and preparatory support mechanisms to ensure their eventual integration into socio-economic assistance programs once officially recognized as decommissioned combatants.
Women/Female DCs/BIWAB members	While the inclusion and participation of women has been enhanced during the Bangsamoro transition period, there still exist critical challenges related to their meaningful involvement in decision-making processes at the

	<p>community and camp level. Prevailing patriarchal norms and considering the male-dominated nature/structure of the MILF-BIAF, have traditionally limited women’s role in consultations on and involvement in local development and socioeconomic initiatives.</p> <p>To address this, the Project will ensure that women are actively consulted in all stages of planning and implementation to prevent the reinforcement of gender discrimination and stereotypes, and to promote inclusive and equitable development outcomes.</p>
Elderly (above 60 years old) and PWDs	<p>These groups face barriers such as limited access to formal education, economic opportunities, and decision-making platforms, which hinder their ability to fully benefit from reintegration and livelihood support.</p> <p>They are recognized by law as requiring special attention and welfare support. Consultations on the design and implementation of project interventions will consider the needs of this group.</p>

To ensure inclusive engagement, the project will identify and consult the designated MILF focal persons for these groups, such as BIWAB leaders and MILF DC Focal Persons. Dedicated methods of engagement such as gender-sensitive consultations, targeted capacity-building, and tailored livelihood interventions will be employed to surface their specific needs and ensure their active participation in project planning and implementation. These approaches will be further detailed in the Gender Action Plan and integrated into the project’s case management and monitoring systems.

**4. Stakeholder Engagement Program**

**4.1. Summary of stakeholder engagement done during project preparation**

Strategic stakeholder engagement for the UPLIFT DC Project was conducted through a series of multi-level consultations and coordination efforts. These began during the project’s design phase and continued through field-level discussions and operational planning. Key stakeholders included MILF structures such as BIWAB, BIAF-DC, and SWC; government agencies like DSWD Field Offices IX, X, XII, MBHTE-TESD, CDA-X, TESDA-Lanao Del Norte, and TESD-Lanao Del Sur; peace mechanisms including TFDCC, CSEA, and CDA; and development partners such as the World Bank and UNDP. These engagements were documented during the Preparatory Mission held from March 18–21, 2025, in Iligan and Cagayan de Oro. On March 19, field-level discussions focused on training social and parasocial workers, developing case management tools, delivering socio-economic services to male and female decommissioned combatants, and supporting cooperatives, including women-led groups.

Date	Title of Activity	Venue	# of Participants	Agency/Office of Participants	Key Issues Discussed
19 Mar 2025	UPLIFT DC Preparatory Mission	Go Hotels, Iligan City	3	TESDA-LDN TESD-LDS	<ul style="list-style-type: none"> <li>Issues and challenges surrounding TVET implementation</li> </ul>

					<ul style="list-style-type: none"> <li>Market study and employability of TVET graduates</li> </ul>
19 Mar 2025		Go Hotels, Iligan City	3	CSEA CDA-X	<ul style="list-style-type: none"> <li>Presence and registration of cooperatives in their respective areas</li> <li>Potential beneficiary selection criteria</li> </ul>
20 Mar 2025		Go Hotels, Iligan City	8	BIAF-DC BIWAB	<ul style="list-style-type: none"> <li>Beneficiary selection criteria</li> <li>Considerations for livelihood and socio-economic support for DCs/BIWAB</li> </ul>
21 Mar 2025		Cagayan De Oro City	4	DSWD-X	<ul style="list-style-type: none"> <li>Interoperability of proposed IARS with existing systems used by DSWD</li> <li>institutional arrangements and policy frameworks</li> <li>Capacity of potential case managers in case management of DCs</li> <li>Case management process of DSWD</li> </ul>

**4.2. Summary of project stakeholder needs and methods, tools, and techniques for stakeholder engagement**

Different engagement methods are proposed and cover different stakeholder needs as stated below and include the following:

- (i) Focus group meetings/discussions. Platform to engage stakeholders of similar backgrounds and experiences to discuss specific topics/concerns and strategies that contribute to the effective implementation of the project.
- (ii) Community consultations. These activities allow community members to be familiarized with the details of the project, provide feedback or raised concerns on project process and implementation, to which, the Project Management Unit (PMU) could make the needed adjustments and ways forward.
- (iii) Formal meetings. This pertains to institutional discussion about policies and strategic guidance, as well as potential collaboration and contribution for the project.
- (iv) One-on-one interviews. This engagement shall focus on discussion with key personalities/officials on specific concerns and strategic guidance.
- (v) Site visits. These include regular progress monitoring activities, output and results validation and documentation, and Programme and Donor visits.

### 4.3. Stakeholder engagement plan

Project Stage	Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsible Entities
Pre-inception	<i>January 2025</i>	Selection Criteria of Beneficiaries	FGDs / community consultations	Decommissioned Combatants	UNDP, WB
Pre-inception	<i>January-August 2025</i>	Buy-in of stakeholders for DREAM-IMS	FGDs/KII	DSWD (CO and FOs)	UNDP, WB
Pre-inception	<i>January-August 2025</i>	Agency processes on cooperative registration	FGD	BARMM-CSEA, CDA Region X	UNDP, WB
Pre-inception	<i>January-August 2025</i>	Agency processes on TVE	FGD	MBHTE-TESD, TESDA-X	UNDP, WB
Pre-inception	<i>January-August 2025</i>	Operational and institutional concerns for DREAM-IMS	One-on-one interview, FGD	GPH-MILF TFDCC	UNDP, WB
Inception	<i>October 2025</i>	Operational and institutional concerns for DREAM-IMS	One-on-one interview, FGD	GPH-MILF TFDCC	UNDP
Inception	<i>October 2025</i>	Operational and institutional concerns for DREAM-IMS	Formal meeting, one-on-one interview	DSWD (CO)	Align Central Office operations and DSWD system with project requirements
Inception	<i>October 2025</i>	Operational concerns for DREAM-IMS	Formal meeting, one-on-one interview	DSWD (FO X)	Address field-level implementation challenges
Inception	<i>October 2025</i>	Case management trainings for case managers	Formal meeting, one-on-one interview	DSWD (FO X)	Facilitate training and capacity building for case managers
Inception	<i>July-August 2025</i>	Identification and selection	Formal meeting	GPH-MILF TFDCC	Validate and finalize beneficiary lists

		of beneficiaries			
Inception	<i>August-September 2025</i>	Confirmation of targeted beneficiaries	FGDs / community consultations	DC Focals, MILF-BIAF Base Commanders	Confirm and endorse beneficiary lists
Inception	<i>August-September 2025</i>	Confirmation of targeted beneficiaries	FGDs / community consultations	DC Cooperatives/ Organizations	Validate cooperative membership and beneficiary eligibility
Inception	<i>August-September 2025</i>	Confirmation of targeted beneficiaries	FGDs / community consultations	Disadvantages/vulnerable individuals/groups	Validate cooperative membership and beneficiary eligibility
Inception	<i>July-September 2025</i>	Project Orientation and GM procedures	Formal Meeting	LGU (Provincial, Municipal, Barangay)	Support project rollout and grievance mechanism awareness
Inception	<i>July-September 2025</i>	Project Orientation and GRM procedures	Formal meeting/ community consultations	MILF-BIAF Commanders, DCs	Disseminate GRM procedures and ensure understanding from the community
Throughout project implementation	<i>Semi-annual</i>	Programme Visits (monitoring project implementation)	FGD/KII	Beneficiaries (DCs, coops/orgs)	Provide feedback and participate in monitoring activities
Throughout project implementation	<i>Semi-annual</i>	Programme Visits (monitoring project implementation)	FGD/KII	Government Partners (DSWD, TFDC, MBHTE)	Participate in joint monitoring and reporting

#### 4.4. Reporting back to stakeholders

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and GM, and on the project's overall implementation progress. A more detailed GM is outlined in the succeeding sections.

The PMU will utilize various platforms/medium for information dissemination. These may include, but will not be limited to: [1] email and letters for project overview; [2] face-to-face meetings for details of the

Project; [3] focus group discussions and community assemblies regarding selection criteria and subproject considerations; [4] website and social media posting; [5] progress/accomplishment reports for Project implementation updates and accomplishments to date; [6] uploading of relevant documents in UNDP's engagement platform, Quantum, which will then appear in the Transparency Portal [open.undp.org](http://open.undp.org); and [7] SMS and phone calls for schedule of meetings, assemblies and other activities in the camps. For social media posting and official correspondence, English will be the common language to be used while native language will be used for platforms/medium with beneficiaries.

## **5. Resources and Responsibilities for implementing stakeholder engagement activities**

### **5.1. Resources**

The UNDP will be in charge of stakeholder engagement activities. The budget for the SEP is distributed across each component of the project. Details of the budget will be further assessed once the project has been approved.

### **5.2. Management functions and responsibilities**

The entities responsible for carrying out stakeholder engagement activities are the UNDP PMU. The UNDP Project Manager, under the supervision of the UNDP Peace and Stabilization Programme Team, will lead the coordination and implementation of stakeholder engagement activities, including consultations, feedback collection, and grievance redress. The Peace and Stabilization Programme Team conducts Assurance Activities including validation that agreed upon mechanisms (GRM) are established and implemented and provide oversight functions over the PMU. The TFDCC and DSWD, as key partners in the normalization program, will support engagement efforts at the community level, particularly in profiling, service delivery, and monitoring of DCs and their families. Other government agencies such as the MBHTE, and TESDA will be involved in sector-specific engagements related to education, training, and livelihoods.

The stakeholder engagement activities will be documented through quarterly progress reports submitted to the World Bank, which will include summaries of consultations, feedback received, actions taken, and lessons learned. Additionally, the UNDP PMU will maintain records of engagement activities, including meeting minutes, attendance sheets, and grievance logs, as part of the project's monitoring and evaluation system. These records will inform adaptive management and ensure transparency and accountability throughout the project cycle.

## **6. Grievance Mechanism**

The main objective of a GM is to assist to resolve complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved.

## 6.1. Description of GM

Step	Description of Process	Time Frame	Responsibility
GM implementation structure	<p>The GM operates at the project level, coordinated by the UNDP Project-level GM Focal Person, with support from TFDCC Secretariat, MBHTE TVET and TESDA program coordinators, GPH-MILF Camp Coordinators, DC Focal Persons, LGU officers, and representatives of beneficiary groups. Serious complaints will be escalated to the UNDP Stakeholder Response Mechanism (SRM) at the Philippine Country Office.</p>	Continuous	UNDP, TFDCC, designated MILF Focal persons
Grievance uptake	<p>Grievances can be submitted via the following channels:</p> <ul style="list-style-type: none"> <li>• Walk-ins at facilities or via suggestion boxes</li> <li>• Email or letter to grievance focal points</li> <li>• Complaint form</li> <li>• Phone calls or SMS</li> <li>• Through designated focal persons (e.g., DC Focal Persons, LGU officers)</li> </ul> <p>The GM allows complainants to submit grievances anonymously, but contact numbers are needed to address the grievance directly and more effectively. The UNDP policy ensures that individuals or groups can raise concerns without disclosing their identity, and such anonymous complaints are treated with the same seriousness and procedural safeguards as identified grievances.</p>	Continuous	Local grievance focal points and designated GRM receivers

Step	Description of Process	Time Frame	Responsibility
Sorting, processing	Any grievance received is forwarded to the UNDP Project-level GM Focal Person, logged electronically, and categorized into: Type A (Feedback), Type B (Regular Complaints), Type C (Threats), Type D (Serious Complaints)	Upon receipt of complaint	Local grievance focal points and UNDP PMU
Acknowledgment and follow-up	Receipt of the grievance is acknowledged to the complainant by the UNDP Project-level GM Focal Person, with a tracking number assigned	Within 1 week of receipt	Local grievance focal points, UNDP Project-level GRM Focal Person
Verification, investigation, action	Investigation of the complaint is led by the UNDP Project Analyst. A proposed resolution is formulated in coordination with the Complaint Committee (including TFDCC, DSWD, and other relevant stakeholders) and communicated to the complainant	Within 10 working days for Types A–C; timeframe varies for Type D (within 60 days before escalation to next level)	See figure below for Complaint Committee Composition
Monitoring and evaluation	Data on complaints are collected in the GM tracking system and reported to the Project Board and UNDP Country Office quarterly	Quarterly	UNDP PMU
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected during follow-up communications and documented in the grievance file	At resolution and during follow-up	UNDP GM Focal Person
Training	Training needs for staff/consultants in the PIU, Contractors, and Supervision Consultants include GM procedures, ethical handling of complaints, gender-sensitive approaches, and data privacy compliance	Prior to implementation and periodically	UNDP PMU

The GM will provide an appeals process if the complainant is not satisfied with the proposed resolution of the complaint. Once all possible means to resolve the complaint have been exhausted and the complainant remains unsatisfied, they will be advised of their right to pursue legal recourse through appropriate judicial or administrative channels. The GM will ensure that all grievances are handled fairly, transparently, and in accordance with applicable laws and project safeguards.

For sensitive and confidential complaints, including those related to Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH), the project will adopt measures aligned with the World Bank’s Environmental and Social Framework (ESF) Good Practice Note on SEA/SH. UNDP will implement its Protection from Sexual Exploitation and Abuse (PSEA) protocols, which include survivor-centered response mechanisms, confidential intake procedures, and referral pathways to appropriate support services. SEA/SH-related grievances may be escalated to the UNDP SRM. UNDP will also ensure that all project staff, consultants, and implementing partners receive mandatory training on SEA/SH prevention, ethical conduct, and reporting procedures. These actions are part of UNDP’s zero-tolerance policy on SEA and reflect its commitment to safeguarding the dignity, safety, and rights of all individuals engaged in or affected by the project.

The World Bank and the Borrower do not tolerate reprisals or retaliation against project stakeholders who express their views or concerns about Bank-financed projects. The GRM will uphold this principle by ensuring confidentiality, impartiality, and protection for all complainants.

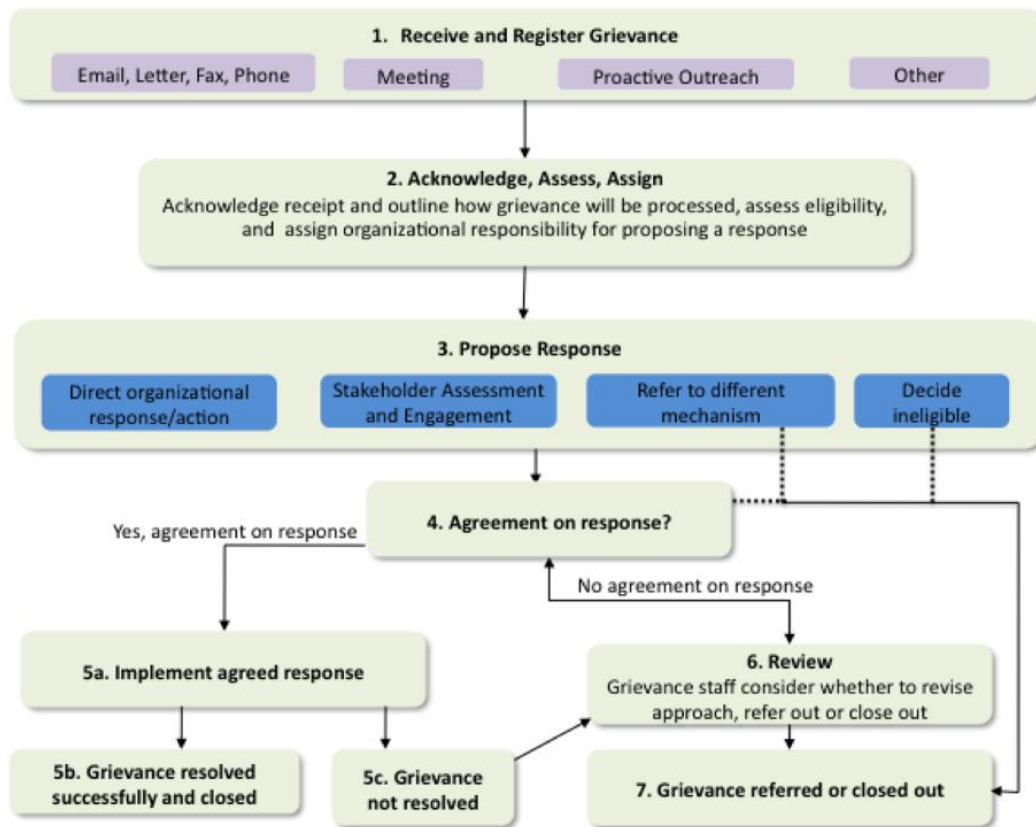
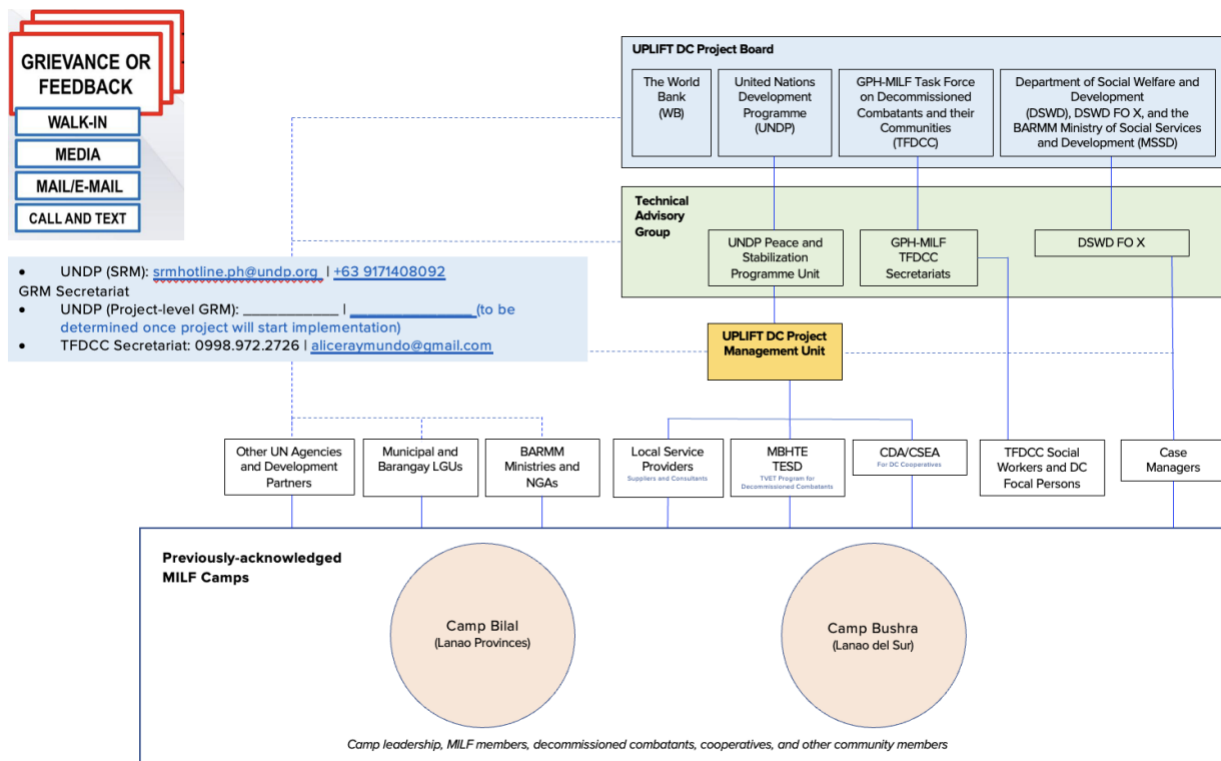


Figure 1. Grievance Mechanism

**UPLIFT DC Grievance Redress Mechanism (GRM)**



*Figure 2. Grievance Mechanism Implementation Structure* A Grievance can be sent by any individual or group of individuals that believes it has been or will be harmed by the Project or any of its subprojects and activities. The GM allows complainants to submit grievances anonymously, but contact numbers are needed to address the grievance directly and more effectively. The UNDP policy ensures that individuals or groups can raise concerns without disclosing their identity, and such anonymous complaints are treated with the same seriousness and procedural safeguards as identified grievances.

Grievance shared through various means mentioned may be accepted at different levels depending on the nature/type of grievance. These can be received by the UNDP Project-level GM Focal Person (Project Analyst), members of the TFDC Secretariat, MBHTE TVET and TESDA program coordinators, GPH-MILF Camp Coordinators, DC Focal Persons, representative of beneficiary groups and LGU officers. Regardless of channels where they are received, the UNDP Project-level GM Focal Person will consolidate and document Grievance and track their progress until resolution/closure. More serious cases at the operational level, including allegations against or perceived/potential involvement of UPLIFT Project personnel, can be elevated to the UNDP’s SRM which at the Philippine Country Office level will be handled by the Office of the Deputy Resident Representative. Grievance can be categorized into the following:

- Type A (Feedback): Inquiries, comments, suggestions on the project will be considered as feedback. A feedback can be both positive and negative and generally has to do with minor issues. It can be given formally or informally, and may not necessarily require action from another party.
- Type B (Regular Complaints): A regular complaint relates to subproject design, implementation process or quality of service delivery. Examples include changes in schedule and timing of activities without or on very short notice, non-inclusion in programmed activities and delivery of substandard livelihood inputs.

- Type C (Threats): Threats/obnoxious calls or messages will be duly recorded when there is a specific threat to any person/organization or attempt to influence any Project interventions through improper or unfair means. Referral to concerned parties and action will largely depend on the degree of details provided in the call or message.
- Type D (Serious Complaints): Grievance that includes issues related to corruption, fraud, misuse of funds and non-monetary Project-related resources, derogatory/immoral behavior, verbal abuse, physical assault, harassment and discrimination.

For proper assessment and determining appropriate parties to address it, the Grievance ideally include the following information: [1] the name of the individual or individuals making the Complaint (the “Claimant”), if desired by the claimant; [2] a means for contacting the Claimant (email, phone, address, other); [3] the description of the potential or actual harm; [4] Claimant’s statement of the risk of harm or actual harm (description of the risk/harm and those affected, names of the individual(s) or institutions responsible for the risk/harm, the location(s) and date(s) of harmful activity); [5] what has been done by Claimant thus far to resolve the matter; [6] whether the Claimant wishes that their identity is kept confidential; and, [7] the specific help requested from the GRM. However, complainants are not required to provide all of the information listed above. Initially, the complainant need only provide enough information to determine eligibility. If insufficient information is provided, the GRM has an obligation to make a substantial, good faith effort to contact the complainant to request whatever additional information is needed to determine eligibility, and if eligible, to develop a proposed response.

All Grievances will be received, assigned a tracking number, acknowledged to Claimant, recorded electronically, and subject to periodic updates to the Claimant as well as the office file. Within one (1) week from the receipt of a Grievance, the GM will send a written acknowledgement to Claimant of the Grievance received (oral acknowledgements can be made initially but still recorded) with the assigned tracking number. Each Grievance file will contain, at a minimum: [1] the date of the request as received; [2] the date the written acknowledgment was sent (and oral acknowledgment if also done); [3] the dates and nature of all other communications or meetings with the Claimant and other relevant Stakeholders; [4] any requests, offers of, or engagements of a mediator or facilitator; [5] the date and records related to the proposed solution/way forward; [6] the acceptance or objections of the Claimant (or other Stakeholders); [7] the proposed next steps if objections arose; [8] the alternative solution if renewed dialogues were pursued; [8] notes regarding implementation; and, [9] any conclusions and recommendations arising from monitoring and follow up. All Grievance types received need to be closed in a certain manner. Resolution of types A, B and C reached as soon as possible (within 10 days at the maximum). For Type D cases, resolution will largely depend on the nature, severity and number of parties involved. Cases will be handled with an appropriate timeframe considering the need for a formal investigation, and without prejudice to additional processes and time as may be determined/required by the appropriate parties or competent authority which has legal jurisdiction in resolving the Grievance. For project contractors, complaints will be addressed by the UNDP Procurement Unit and for Project Personnel, it will be escalated to HR. A dedicated contact detail for the grievances of contractors and project personnel are included in the GM structure.

Overall, Grievance resolution shall subscribe to the rules of fair, impartial, and evidence-based investigation process. More importantly, it shall ensure that the interest of the direct beneficiaries and the applicable safeguards are primarily considered in the investigation and resolution process. The GM shall ensure confidentiality and privacy of the parties involved.

## **7. Monitoring and Reporting**

### **7.1. Summary of how SEP implementation will be monitored and reported**

UNDP, through its Peace and Stabilization Programme Team and PMU, is the primary responsible party in carrying out this SEP, including the monitoring and documentation of all related activities. Updates related to SEP implementation will be part of progress reporting to the peace mechanisms.

As articulated in Section 4, the PMU—in close coordination with the TFDCC—shall employ all means to engage relevant parties in carrying out the identified strategies for information disclosure and consultations, including engagements for monitoring and reporting. Joint monitoring missions will be regularly undertaken to provide ample opportunities to assess Project implementation, recommend corrective actions if needed, elicit feedback from local stakeholders and collectively address any Grievance.

Project review and reflection sessions, either WB-led, PMU-led or TFDCC-led, will be undertaken at least twice yearly (including project evaluation). These sessions will provide an avenue to report and validate project accomplishments and results, updates on the SEP implementation and actions needed to ensure compliance with ESCP and SEP requirements.

### **7.2. Reporting back to stakeholder groups**

The SEP will be periodically revised and updated as necessary in the course of project implementation. Quarterly summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventive actions, will be collated by responsible staff and referred to the senior management of the project. The quarterly summaries will provide a mechanism for assessing both the number and nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner.

Information on public engagement activities undertaken by the Project during the year may be conveyed to stakeholders through multiple channels, including community assemblies, coordination meetings, updates shared via government partners, printed materials posted in public spaces, and digital communications such as email bulletins or SMS notifications. Additionally, feedback loops will be maintained through the GM, which includes periodic updates to complainants and stakeholders on the status and resolution of submitted grievances.

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