

# **GUIDANCE NOTES for CONFLICT- AFFECTED AREAS**

**National Community-Driven Development Program  
Department of Social Welfare and Development**



**Final Draft, September 2015**

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## **I. Rationale and Objectives**

The Kapit-Bisig Laban sa Kahirapan Comprehensive and Integrated Delivery of Social Services – National Community-Driven Development Program (KC-NCDDP) is a poverty reduction program of the Government of the Philippines, implemented in more than 19,000 barangays in 847 poor and disaster-affected municipalities in xxx provinces in xxx regions nationwide.

Over the course of the program implementation in 847 poor and disaster affected municipalities across the country, KALAHI-CIDSS NCDDP has continuously encountered challenging conditions, including armed conflict, which affect effective facilitation of community-driven development, and put frontline development workers, and the communities they serve, at risk.

Conflict refers to the process in the course of which two or more parties become engaged in a disagreement about different or differently perceived positions, interests, values or needs. It may be triggered by several social and economic factors that threaten the balance of the existing dynamics among groups of people. While conflict is intrinsic to community life, armed conflict creates unique challenges to communities that may result to significant social and economic costs.

Community-driven development (CDD) processes in KC-NCDDP are context specific, and designed to address conditions of poverty through local empowerment and participation in local development processes. Intermittent disruptions, whether from disasters or armed conflict, cause displacement of people and livelihoods, loss of government presence and services, and in cases of prolonged events, destroy the social and economic base of communities, causing insecurity and aggravating the conflict. In conflict-affected areas in particular, development projects can also potentially exacerbate conflict if not implemented in a conflict-sensitive manner.

This guidance note shall apply the conflict sensitive and peace promoting (CSPP) framework which proposes a set of tools that will facilitate the integration of a conflict sensitive and peace-promoting lens in the KC-NCDDP. Use of this guidance note in facilitating CDD is expected to enable communities to deal with the challenges of conflict, and promote social cohesion and peace, and enable program staff to quickly respond to and effectively regain its connection with communities in the event of armed conflict

## II. Purpose, Scope and Coverage

This guidance note aims to guide in the Area Coordinating Team (ACT) in effectively facilitating CDD in conflict-affected areas by providing (i) specific guidance on integrating a conflict-sensitive peace-lens in implementing community mobilization processes along the KC-NCDDP community empowerment activity cycle (CEAC), and; (ii) a set of protocols to ensure safety and security of staff to enable them to function more effectively in conflict-affected areas (CAA).

Specifically, this guidance note aims to guide the ACT in assisting communities in;

- a. Undertaking community analysis in conflict-affected areas;
- b. Identifying community activities and/or projects that will integrate conflict-sensitive and peace-promoting initiatives; and
- c. Work out agreements with communities and their local government units to sustain mechanisms and processes for addressing conflict issues and undertake and support peace-promoting activities.

Additionally, this document provides guidance to DSWD Field Offices and KC-NCDDP Regional Project Management Offices (RPMO) and staff, in addressing security and safety concerns which can potentially delay or stop the implementation of the program, and affect the communities and the NCDDP personnel.

### Scope and Coverage

These guidelines shall be used in the KC-NCDDP areas that; (i) are formally declared by the Office of the Presidential Adviser on the Peace Process (OPAPP) to be conflict affected and high-risk (CA-HRA); (ii) have declared themselves to be CA-HRA resulting from a process of open consultation (*Self-classification of KC-NCDDP barangay as CA-HRA, p.8*) even without formal OPAPP recognition, and/or; (iii) have experienced incidents of open armed conflict.

Specific guidance on the identification and triggering of these guidelines is provided in Section IV.

### III. General Guidelines in Facilitating Community-Driven Development in Conflict-Affected and High-Risk Areas (CA-HRA)

Implementation of the KC-NCDDP shall be guided by the following basic principles:

- **Participation:** All stakeholders are engaged in an all-encompassing process with communities' and public's interest given paramount consideration.
- **Transparency:** Openness and clarity in the whole process and outcome.
- **Accountability:** All stakeholders engaged in the process are held accountable for decisions and actions taken.
- **Simplicity:** Activity implementation in the simplest possible manner without compromising quality of results.
- **Responsiveness:** the needs of the people, especially the most vulnerable<sup>1</sup>, are addressed.
- **Social Cohesion:** deliberate effort to promote community social cohesion particularly in working to minimize exclusion and marginalization, and expanding community trust and solidarity. This includes a conscious effort to contribute to the mending of discord in the community, including those caused by armed conflict.
- **Community Resilience:** improve the institutional and social capacity of communities to collectively address and/or mitigate the effects of armed conflict.

In addition, the following shall be observed in facilitating implementation of the KC-NCDDP in conflict-affected and high-risk areas:

- a) KC-NCDDP activities in CA-HRAs shall be anchored on conflict prevention and peace-building. Chapter 9 of the Philippine Development Plan 2011-2016 states “Peace and security shall be achieved in support to national development. The government shall exert all efforts to win peace and ensure national security. The peace process shall center on the pursuit of negotiated political settlement of all armed conflicts and the implementation of complementary development tracks to address its causes. This shall be anchored on conflict prevention and peace-building in conflict-affected areas.”
- b) In the implementation of conflict-sensitive and peace promoting community development processes and activities, the KC-NCDDP shall ensure that (i) community activities shall be participatory and inclusive; (ii) all individuals and groups are free to

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<sup>1</sup> The vulnerable refers to persons, households or groups of people confronted by ex-ante that if currently non-poor, will fall below the poverty line, or if currently poor, will remain in poverty.

engage in peaceful competition for predominance of their development interests without fear, and; (iii) conflicts arising from the CDD process are resolved with neither blame nor surrender, but with dignity for all concerned.

- c) The safety and security of staff operating in conflict affected areas shall be ensured at all times. Administrative Order No. 13, Series of 2014, issued by the Department of Social Welfare and Development on Safety and Security Protocols for DSWD Field Workers in Conflict Affected and High Risk Areas provides the procedures and guidance for all DSWD field workers to ensure security and safety, and shall be followed at all times.

<b>Conflict Sensitive and Peace Promoting Framework</b>	
<p>The ‘<b>conflict-sensitive</b>’ frame ensures that conflict triggers are carefully analyzed – i.e. the actors, issues, resources and interests are assessed in terms of how the interplay of these factors create and/or exacerbate the fragile peace and security situation on the ground. More importantly, the <i>conflict-sensitive</i> analysis looks at how the conflict triggers can be manipulated by different interest groups, including armed groups, to suit their purposes.</p>	<p>The “peace promoting” component of the approach deal mainly with building, improving or strengthening the institutional capacity of concerned national and local agencies and units to address the systemic problems that lead to conflict. It also looks at the <i>interests, capabilities and credibility</i> of stakeholders to ensure that the interventions will not aggravate existing conflicts or add new problems.</p>
<p>Source: OPAPP, 2015</p>	

## IV. Triggers for the Use of the Guidance Notes for Conflict Affected-High Risk Areas

Use of these guidelines shall be triggered by the following: (i) a formal declared by the Office of the Presidential Adviser on the Peace Process (OPAPP) to be conflict affected and high-risk (CA-HRA); (ii) a declaration by the community members themselves that their community is a CA-HRA, resulting from a process of open consultation (*Self-classification of KC-NCDDP barangay as CA-HRA, p.8*) even without formal OPAPP recognition, and/or; (iii) the occurrence of an incident of open armed conflict affecting the community. Each trigger is further described below;

### A. Formal OPAPP declaration of CA-HRA barangay:

1. The first trigger involves issuance of a formal or official declaration by OPAPP of a KC-NCDDP area (whether an entire municipality, or a specific barangay or group of barangays within the municipality), as a CA-HRA, done through formal communication between OPAPP and the KC-NCDDP NPMO.
2. The list is then provided by the NPMO to concerned RPMOs, who then engage ACT's validation during the pre-entry and enrolment phase for discussion with the qualified Municipalities. In addition, the ACT shall meet with the Municipal Peace and Order Council and the relevant security forces that are present and operating in the Municipality for introduction and orientation on security protocols, especially in high conflict areas.

Consultations shall be held at the barangay during the first and second BA, and at the municipal level to validate the formal declaration. Upon consensus, a resolution shall be issued to formally declare a barangay or the municipality as CA-HRA.

The specific triggering process is described in the table below.

Activities/Steps	Specific Guidance	Outputs	Tools
1. NPMO endorses the list to RPMO.	RPMO to match KC-NCDDP municipalities with the list of CA-HRA areas.	RPMO to produce the culled list for reference of SRPMO and ACT's.	N/A
2. RPMO informs the SRPMO of the list of official CA-HRA.	RPMO to instruct SRPC to inform and provide guidance to the Area Coordinators of CA-HRA-identified municipalities.	Memorandum to the SRPMO	N/A
3. SRPMO informs the	SRPC to instruct Area Coordinators	Memorandum to the ACT	N/A

Area Coordinators of CA-HRA municipalities on the official declaration from OPAPP.	to conduct a validation.		
4. ACT conducts field validation.	ACT to inform and coordinate with the LGU on the conduct of a specific validation.	Report on the field validation with LGU/MPOC, updated profile of the municipality based on the degree of conflict.	Checklist to ensure conflict sensitive and peace promoting projects, FGDs
5. Upon verification as CA-HRA, ACT facilitates the additional required documents to be submitted to the RPMO.		Enhanced General MOA, Enhanced General MOA, Resolution declaring barangay/municipa lity as CA-HRA, Guidance Notes for CA-HRA	
6. RPMO endorses CA- HRA verified municipalities to NPMO.		Memorandum to NPMO	N/A
7. NPMO submits the list to OPAPP.		Letter to OPAPP	N/A

**B. Self-classification of KC-NCDDP barangay as CA-HRA:**

1. NCDDP communities at the barangay level can classify their own communities as conflict affected and high-risk areas. These are areas, which may not be in the list of CA-HRA by OPAPP. Critical aspects for validation in these areas will be during the enrolment process, particularly the results of the Potential Problem Analysis (PPA). Upon entry of the ACT in the Municipality and the barangays during the first stage of Social Preparation, the Participatory Situation Analysis (PSA) allows for a rigorous profiling, which through facilitation of the ACT, community discussion on the classification of their Barangay as a CA-HRA shall be conducted during the second BA. A resolution shall be issued to formally declare a barangay or the municipality as CA-HRA. The ACT shall then endorse the barangay/municipality to the RPMO to trigger the use the guidance notes.
2. In the course of the NCDDP implementation, violence or armed conflict may suddenly erupt where there has been no previous history of such occurrence. A consultation shall

be immediately called for at the barangay level to verify the incident, and a resolution shall be issued formally which declares the barangay/municipality as CA-HRA. The ACT shall then endorse the barangay/municipality to the RPMO to trigger the use the guidance notes.

At any stage of the CEAC process, the community may declare its area as a conflict-affected area following the process described above, to wit:

1. Informed decision based on a thorough discussion by the Barangay Assembly with 80% participation by community members including those affected by conflict. The conduct of the Barangay Assembly shall use other modalities such as purok or sitio meeting, or household cluster meetings in cases where BAs cannot be conducted or participation of those affected by the conflict is constrained.
2. RPMO approval based on validation with concerned government agencies (identified below) and a conflict risk assessment.
3. LGU agreement on validated conflict risk assessment and safety and security protocols to be incorporated in an updated and revised annex to the Memorandum of Agreement for the program.

For communities that are not on the CA-HRA list by OPAPP but are otherwise declared by the community members as a CA-HRA, validation by the RPMO through the facilitation of the ACT shall be crucial. These potential conflict-affected communities are discovered upon entry in the Municipality and undertake the CEAC process where classification of the barangay into a CA-HRA can be undertaken as defined in the appropriate section herein.

In addition, KC-NCDDP shall endorse the list of municipalities and barangays which self-classified as CA-HRA to OPAPP for their reference.

## **Identification of Conflict Affected and High Conflict Areas**

The DSWD Safety and Security Protocols (Administrative Order No. 13, Series of 2014) (see Annex 7) gives an indication on the criteria and indicators to identify conflict-affected areas (in accordance with international humanitarian law) as well as high-risk conflict areas in specific zones within a country, which are identified below:

- a) The presence of an international or non-international armed conflict;
- b) The transition from an armed conflict to peace;
- c) Widespread or serious human rights violations;
- d) Political and social instability or repression; or
- e) Institutional weakness or collapse of state infrastructure.

The degree of conflict varies depending on the presence of armed groups, their influence and effect in communities where they are operating and the activities of government security forces in these areas. Based on the KC experience, the degree of conflict ranges from the occasional presence of armed groups, permanent presence of armed groups, chance encounters of staff with armed groups, crossfire, nearby armed engagements, and open confrontation between armed groups. In areas across the country, it is also possible that DSWD field personnel encounters other forms of violence and conflict arising from criminal activities such as kidnapping, extortion, theft and robbery. In some occasion, KC personnel have been subject to extortion, and at one occasion, kidnapping and disappearance.

Hence, it is critical for the program to determine the actual or potential risk arising in conflict affected areas throughout the project cycle, from pre-entry phase to preparatory activities, implementation, and monitoring stages.

The table below summarizes the responsible organization or program unit, information collected, and key actions to be taken to use the Guidance Notes for Conflict-Affected Areas.

<b>Responsible Agency / Unit</b>	<b>Data to be Collected</b>	<b>Key Action</b>
OPAPP	List of conflict affected areas as agreed with interagency body based on set of criteria mainly the active presence of MILF/CPP-NPA.	List of OPAPP conflict-affected areas to be provided to the program by OPAPP upon request at the start of every cycle.
RPMO	Risk assessment results validated by the RPMO, with concerned government agencies.	Conducts conflict risk assessment for areas on OPAPP's list and undertakes validation and approves the community-facilitated decision for classification on conflict-affected areas.
ACT facilitation at community level during CEAC.	<ol style="list-style-type: none"> <li>1. Occurrence and history of conflict</li> <li>2. Data required in the Peace Needs Analysis Guide (Annex 1)</li> </ol>	ACT to facilitate communities' decisions based on the triggers and/or approval of the RPMO on the conflict situation in the area.

Once triggered, the following key changes in KC-NCDDP Operational Procedures in conflict affected areas shall be followed:

#	Regular NCDDP Operations	NCDDP in Conflict-Affected Areas
1	<p>Enrolment</p> <p>a. Potential Problem Analysis (PPA)</p> <p>b. Memorandum of Agreement with the LGU</p>	<p>RPMO shall validate if municipality or barangay is CA-HRA based on OPAPP list.</p> <p>Meaningful actions shall be undertaken to mitigate the effects of violence on its citizens and NCDDP staff shall be agreed with the LGU, and included in the General MOA.</p> <p>The MOA with the LGU shall include an annex to cover safety and security protocols.</p>
2	Classification of Conflict Affected Areas	<p>The ACT shall facilitate the discussions and decision of communities to classify their communities as conflict affected. The classification shall be subjected to validation and approval of the RPMO.</p>
3	Open Menu System for Sub-Projects	<p>The open menu system remains applicable in project development of these areas (see <i>Annex 8: Examples of Conflict Management and Peace Promoting Projects</i>). However the type of sub-projects that can be implemented in a conflict affected area shall be expanded to include peace promoting activities depending on the community decision facilitated by the CEF during the CEAC process, particularly arising from the PSA and the community consultations held during barangay assemblies. The communities are encouraged to take affirmative action aiming at expanding the options for sub-projects in addressing issues of conflict. Linkage of these projects in alleviating conditions of affected communities, reducing the effects of conflict, and promoting peace shall be established with clear indication.</p>
4	Negative List of Sub-Projects	<p>The negative list of NCDDP remains applicable in conflict-affected areas (see <i>Annex 4</i>). In the application of DRoM in conflict affected areas, exemption as per policy is likewise applicable. In addition,</p>

		certain project activities contributing to conflict reduction and peace promotion are allowable.
4	CEAC process	<p>Key changes in the criteria setting process is the opportunity for CAAs to be given due consideration such as additional weight for problems directly affecting the community and people, or sources of conflict.</p> <p>Additional activities are included throughout the CEAC process foremost among which, is the use of the Peace Needs Analysis Guide (see <i>Annex 1</i>) and the Checklist to Ensure Conflict Sensitive and Peace Promoting Projects (see <i>Annex 2</i>) in areas declared as CAA <b>or not</b>. These tools allow CEFs and ACT members to facilitate community processes with a focus on addressing issues of conflict and promoting community-initiative for peace. New steps in the various stages of the Social Preparation, Community Planning, Implementation and Monitoring are introduced for conflict-affected areas.</p>
5	Timeline for the CEAC process and the Sub-Project Implementation	In conflict affected areas, the instability of the security situation needs flexibility in terms of timelines (see <i>Annex 5: Instructions on How to Address Issues on Flexible Timelines</i> ).
6	Capacity Building	<p>Capacity development of SRPMO, ACT members and in particular the CEFs in facilitation and working in CAAs is crucial given the sensitivity of the communities and the potential impact to the staff, the communities and the program implementation.</p> <p>Tiered capacity building activities on conflict sensitivity and peace promotion shall be part of the ACT and SRPMO's core training.</p> <p>The RPMO shall provide the NPMO inventory of CAAs and the number of staff to be trained for incorporation in the Cap Build Plan.</p>

		Protocols for safety and security, while defined at the institutional level of DSWD, need to be discussed and agreed upon with the community volunteers and the local government units.
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## V. Key Operational Changes to the KC-NCDDP in Conflict-Affected-High Risk Areas

The table below summarizes the changes in the activities, and tools and formats during the social preparation stage in the process of classification of the barangay/municipality as CA-HRA.

<b>Community Process for Classification of their Barangay as CA-HRA</b>			
<b>CEAC Stage and Step</b>	<b>Activity</b>	<b>Participants</b>	<b>Tools and Formats</b>
1. Social Preparation: First BA	The CEF facilitates the BA where the NCDDP is introduced at the community level. Community members and barangay officials discuss concerns in the barangay including the conflict situation, if it is present. The Barangay Assembly or its equivalent such as purok or sitio-based BAs can formulate separate resolution declaring their community as a CA-HRA.	80% community members, Barangay officials, Barangay Peace and Order Council, CEF	Criteria for Identification of CA-HRAs
2. Social Preparation: After the first BA	A BA Resolution is prepared and submitted to the LGU through the Municipal Peace and Order Council (MPOC) and the SRPMO, for endorsement to the RPMO.	CEF, Community Volunteers	Format for resolution
3. Participatory Situation Analysis	The RPMO undertakes validation and approves the resolution to NPMO for inclusion in the OPAPP list. The RPMO informs the LGU and ACT of its decision after the RPMO approval. The Memorandum of Agreement between the Program and the LGU shall be updated to include safety and security protocols accordingly.	RPMO for approval after validation.  NPMO for information and coordination with OPAPP.  SRPMO to provide guidance and support to the relevant ACT's operating in identified CAAs.	Memorandum Circular from RPMO to relevant ACTs.

		ACTs to implement guidelines starting at the stage of the PSA for CAAs that are identified by communities.	
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## VI. Key Changes in the CEAC Planning and Implementation Process at Community Level

The utilization of conflict sensitivity and peace promoting lens in the community empowerment activity cycle (CEAC) shall be incorporated in the CEAC and thus will be applied to all areas under KALAHI-CIDSS. The trigger of CAA identified would have differences in procedures which will be expounded in this section. This process requires new data and information that allows for a different view of local dynamics and priority issues encountered by the communities affected by conflict. This will require additional activities, new approaches and even participants during the conduct of the CEAC.

The ACT, and more importantly the CEF interacting with community members and possibly armed groups, play a critical role in understanding the local dynamics affected by conflict and facilitating community processes. In addition, members of the ACT need to be aware of their exposure to security problems and will have to follow the DSWD's protocol for personal safety and security (see *Annex 7: DSWD Protocol on Safety and Security*).

For the CEF

- The CEF develops a glossary of technical terms translated into the vernacular, prior to the meeting. Where possible, the CEF ensures that key Program policies and work breakdown structures, workflows, and planning templates and tools are written on the board or on manila paper, in the local dialect, and posted around the venue for people to freely read.
- The CEF ensures that the language used in the discussion is simple and in the vernacular so that it is easily understood.
- The CEF ensures that the discussion on work planning is always linked the work program contained in the proposal.
- Vulnerable groups (women, IP, communities in GIDAs, Pantawid Pamilya HHs, and Conflict-Affected Areas (CCAs) are adequately represented.
- Where IPs are present, an IP CV is selected to join the finance and BAC, and the BSPMC.
- The signatories to the community accounts are the AC, the Barangay Treasurer, and the BSPMC Chairperson.
- Additional consultations are conducted (at sitio, purok, or tribe) in IP, conflict areas, and GIDAs to ensure wide dissemination of information and maximum participation of vulnerable groups.
- The action plan (i) include mitigation actions for triggered safeguards policies (IP participation, Environmental management, Land Acquisition and Resettlement, and Integrated Pest Management and use of termiticides) using the environmental and social management plan (ESMP) template; (ii) include schedules for community volunteer training, and meeting activities for the community volunteers and security protocols that will affect project implementation.
- Final work schedules reflect accurate sequencing of activities, including items of works that are undertaken simultaneously, taking into account timing of weather conditions, potential incidents, and availability of required resources, materials and person-power.

### Summary of Critical Points in CEAC for Conflict-Affected Areas

Key CEAC Activity	Additional Key Action / Activity in CEAC	Responsible Unit / Personnel	Additional Key Outputs
Social Preparation			
1. Municipal Orientation	The AC facilitates the discussion on the prevailing conditions in communities.	Sub-Regional Program Coordinator, Area Coordinator	<p>Security protocols for the project and the staff shall be incorporated in the enhanced MOA in agreement with the LGU.</p> <p>An initial profile of the municipality and barangays with indication on the degree of conflict based on the characterization defined in Section 5 of this Guidance Note shall be generated.</p>
2. Social Investigation	<p>The ACT establishes the level of conflict based on the existing conditions in the community.</p> <p>The CEFs interact with and establish contact with groups of HHs affected or “influenced” by conflict, for validation</p>	Area Coordinator, Community Empowerment Facilitators	<p>Barangay profile which includes peace and order situation in the area from the LGU.</p> <p>An SI Action Plan with realistic planning of activities to address projected challenges and constraints due to the conflict situation in the area.</p> <p>Based on the results, the ACT can recommend the postponement or slow down of certain planned activities for the SRPMO and RPMO’s evaluation.</p>

3. 1 <sup>st</sup> Barangay Assembly	The CEF ensures facilitation of questions on the effect of conflict in development in the area.	Community Empowerment Facilitator, Coordinator Area	BA resolution (i) to support NCDDP implementation (including the kinds of support to be provided by the BLGU); (ii) electing PSA and GRS CVs.  Addendum to General MOA.
4. Participatory Situation Analysis	The ACT facilitates discussion and analysis of problems and needs, and prioritization of proposed solutions with emphasis on issues surrounding conflict through the use of the Peace Needs Analysis Guide (see <i>Annex 1</i> ). The CEF, in particular, guides the community volunteers on how to use the tool.  In addition, separate meetings shall be conducted for vulnerable groups and representatives from CAAs to solicit reactions, questions and recommendations.	Community Empowerment Facilitators, Coordinator Area	A consolidated municipal PSA which has emphasis on development issues as an effect of conflict.  The result of the Peace Needs Analysis Guide, and community classification with a rating system on conflict assessment (low, medium, high) based on the data, history, (conflict mapping), on development issues as effect of conflict.  Proposed criteria for prioritization shall include preferential options for conflict-affected areas. This may be in the form of additional weight for sources of conflict.
5. 2 <sup>nd</sup> Barangay Assembly	The ACT validates the results of the PSA, the Peace Needs Analysis Guide, and solicits reactions and recommendation from vulnerable	Community Empowerment Facilitators	Validation of the results of the Peace Needs Analysis with BPOC.  A separate annex on the conflict assessment, and a conflict map shall be prepared.

	groups in separate meetings when needed.  In addition, a separate meeting with MPOC shall be arranged to present the conflict assessment results.		
<b>Community Planning and Project Proposal Development</b>			
1. Barangay Council Meeting	The results of peace needs analysis and risk assessment are incorporated and reflected in the presentation of integrated development plan.	Area Coordinator, Community Empowerment Facilitator	A barangay council resolution with proposed solutions based on the peace analysis results.
2. Criteria Setting Workshop (1 <sup>st</sup> MIBF)	The AC presents the map of CAA-HRAs and prioritized community problems and proposed interventions including those for CAAs.  In addition, the AC facilitates the discussion on how to address and mitigate risks related to conflict, and the option of additional weight for CAAs.	Area Coordinator	An MIBF resolution with responsive criteria and interventions that are in line with the communities' peace agenda and are sensitive to CAAs.
3. 3 <sup>rd</sup> Barangay Assembly	The CEF presents feedback to the barangay on the agreements from the CSW, particularly the additional weight in consideration for CAAs.  If needed, the CEF conducts separate meetings among community members from CAAs to solicit feedback and suggestions.	Community Empowerment Facilitator	A resolution which identifies priority issues, and a proposed project which is sensitive to CAAs.

4. Project Development Workshop	<p>The AC and/or CEF facilitate the identification of specific projects addressing triggers of conflict or drivers of peace. In addition, challenges in implementation in CAAs shall be discussed and addressed in the planning.</p> <p>The AC and/or CEFs expand communities' options in addressing conflict issues.</p>	Area Coordinator, Community Empowerment Facilitator	Proposals that have significant peace building component.
5. MIAC Technical Review	<p>Relevant information shall be disseminated to the MIAC members and other NGA partners on the conflict and peace situation in the municipality. The MIAC shall also be provided with CSPP orientation.</p> <p>The technical review shall incorporate the peace lens in the review process with facilitation by the AC.</p>	Area Coordinator	
6. 4 <sup>th</sup> Barangay Assembly	The CEF facilitates the discussion on how the proposal addresses the communities' needs and elements of peace promotion. In addition, the CEF shall conduct separate meetings	Community Empowerment Facilitator	

	<p>among community members from CAAs when necessary.</p> <p>The CEF also guides the PPT in finalizing the proposal and RFR documents by ensuring the additional documents (ie. Risk assessment results, etc) are packaged in the RFR.</p>		
7. Participatory Resource Allocation (2 <sup>nd</sup> MIBF)	The AC facilitates the prioritization of community proposals particularly those related to conflict reduction and peace building.	Area Coordinator	Municipal Forum resolution on the prioritized peace promoting proposals.
8. MDC Meeting	<p>The AC and MLGU officials encourages the MDC to integrate the MIBF-approved LGU-NGA PPA matrix of priorities into the development plans of the municipality including proposed projects from CAAs.</p> <p>The CEFs capacitates the BRTs in CAAs to participate in MDC activities in the integration of conflict sensitive prioritized projects in the development plans of the municipality.</p> <p>In addition, the CEF, together with the ACT, facilitate the preparation of work plan with due consideration for CAAs that might encounter delays.</p>	Area Coordinator, Community Empowerment Facilitator, Technical Facilitator	<p>MDC resolution presenting the barangay grants allocation and all key decisions made in the MIBF with respective signatories.</p> <p>Calibrated work plan with consideration for CAAs.</p>

Community Managed Implementation and Organization Formation and Development			
1. Community-managed implementation of projects	<p>The CEF conducts groundwork with community members and key leaders putting special emphasis on special population and CAAs to gather feedback and issues regarding project implementation.</p> <p>The CEF encourages the engagement of conflict-affected HHs and rebel-returnees in paid labor.</p>	Community Empowerment Facilitator	Completed community subprojects
2. Formation of Community Organization for Operation and Maintenance	The AC and CEFs provide guidance and technical assistance in the formation of O&M with emphasis on conflict resolution and mediation.	Area Coordinator, Community Empowerment Facilitator	O&M Committee
Community Monitoring			
1. Grievance Redress System	The CEF ensures a timely feedback on the issues, and resolutions particularly on CAAs in coordination with the ACT, and MIAC members.	Community Empowerment Facilitator	If applicable, incident reports.
2. Accountability Reporting	<p>The AC facilitates the evaluation of the level of conflict in scheduling during sub-project implementation.</p> <p>If needed, the AC conducts a separate community consultation for CAAs to reflect on the outcomes of projects which have been prioritized and implemented whether it had a positive, negative or neutral impact on</p>	Area Coordinator	<p>During the BA, the BRT presents updates on the status of projects in CAAs.</p> <p>Recommendations on how to improve sub-project implementation in CAAs.</p>

	conflict dynamics and peace promotion in the community.		
3. Municipal Accountability Reporting	<p>The AC ensures BRTs from CAAs are mobilized for participation in the MAR.</p> <p>In addition, the AC and the MPDO facilitate the reflections and learnings of CAA communities.</p>	Area Coordinator	Identified lessons from various stakeholders in CAAs.
4. Functionality Audit and Sustainability Evaluation Testing	The CEF orients key community volunteers in CAAs on the FA-SET.	Community Empowerment Facilitator	<p>Inclusion of CAAs in FA and SET Action Plan.</p> <p>Validated peace promoting subprojects</p>

## Annexes

### *Annex 1: Peace Needs Analysis Guide (Community Risk Assessment)*

*Instructions for Facilitators:*

- 1. The guide is to be utilized in the local dialect during the facilitation among community members and volunteers.*
- 2. The facilitator shall explain the objectives of the community risk assessment. This is part of the participatory situational analysis to be undertaken with the communities. At the end of the conflict risk assessment, the output is a shared community assessment of the level of risk, the nature and extent of the conflict, and the drivers of conflict. This assessment will also be used for the identification of sub-projects that will contribute to conflict reduction and peace.*
- 3. It is strongly suggested that the facilitator undertake a focused group discussion of smaller groups of 10 to 15 households or individuals composing community volunteers, to undertake a conflict risk assessment. It is also strongly suggested that a separate FGD be conducted among barangay officials.*
- 4. In IP communities where IPs form a minority group, the facilitator shall conduct the conflict risk assessment among IP community members, whether a sitio or purok, where they normally converge.*
- 5. The facilitator shall utilize methodologies that are simple and will generate clear answers from the communities. He/She shall ensure that the participants of the FGD shall have an input on the deliberation and discussion before going to the next question. Indirect stories from the participants shall be encouraged if the participants find it difficult to respond directly to the questions.*
- 6. The facilitator shall be sensitive to the culture and sentiments of the participants. He/She shall not be judgmental and partisan and shall avoid making any indication regarding his/her personal opinion. He/She shall show respect at all times through active listening.*

**Step 1.** Determine the **nature of conflict** in a specific conflict-affected area. Identify the causes/sources of conflict (What started the conflict? What keeps the conflict going?) and the opportunities to support peace (What can be done to support peace efforts and increase their impact?)

<i>1. Description of the Conflict</i>	
<i>2. Causes/Sources</i>	
<i>3. Areas Affected by the Conflict (including description of the physical and geographic terrain)</i>	
<i>4. Effects of Conflict (human, access to services)</i>	
<i>5. Interventions done by other stakeholders (who,</i>	

<i>what, where) including activities to address conflict and its sources</i>	
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**Step 2: Stakeholders' Analysis.** Identify the conflict and peace actors/stakeholders, including their position, interests, and means.

Conflict Actors	Peace Actors
<p><b>Who:</b> who are the groups or persons contributing directly or indirectly to the conflict?</p> <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>	<p><b>Who:</b> who are the groups or persons contributing directly or indirectly to peace and social cohesion?</p> <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
<p><b>Position:</b> What are the demands of the party involved to resolve the conflict?</p> <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>	<p><b>Position:</b> What do they want to achieve? What position have they taken up in relation to the conflict?</p> <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
<p><b>Interests:</b> What are the interests (needs, aspirations, concerns) of the group or person involved?</p> <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>	<p><b>Interests:</b> What are the interests (needs, aspirations, concerns) of the group or person involved?</p> <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>
<p><b>Means:</b> How is the group or person trying to achieve their objectives? How do they contribute to the conflict? What resources are available to them?</p> <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>	<p><b>Means:</b> How is the group or person trying to achieve their objectives: How do they contribute to peace building? What resources are available to them?</p> <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> </ul>

**Step 3: Identify the drivers/restraints of the conflict.** What factors drive and restrain the conflict from escalating? What factors drive and restrain peace building?

Conflict Escalation	Peace Building
<p>Driving Factors</p> <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>	<p>Driving Factors</p> <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>

Restraining Factors <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>	Restraining Factors <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>
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**Step 4: Analyze the level of conflict in the community.** Using the table below, the facilitator shall pose the questions to the communities and help them understand what the questions mean in terms of conflict reduction and peace. After facilitating discussion and responses from the participants, the facilitator shall move the participants through a discussion and deliberation towards an overall rating on the level of conflict using the guide below.

Actors and Factors affecting Conflict	Yes	No	Remarks
Presence of conflicting parties in the community			
Is there a clear division among community members along the lines of the conflicting parties?			
Have you experienced evacuating your home/ community because of an armed conflict in the 12 months?			
Are barangay officials involved in the conflict? If yes, rate accordingly.			
To what extent do communities have space for peace-initiating activities?			
To what extent can communities influence conflicting parties?			
Is the community geographically isolated and far from the municipal center? If yes, rate accordingly.			
Does the community have adequate access to basic services such as elementary schools, day care centers, health centers, and potable water? Please rate.			
10. Does the community receive government services and programs? Please rate.			

**Based on the answers above, the facilitator shall encourage community members to conclude on the overall conflict risk assessment.**

**Low:**

1. The local conflict is sporadic and conflicting groups do not have a regular presence in the community.
2. Community members and their families are not generally involved in the conflict.
3. Barangay officials and their families are not generally involve\ed in the conflict.
4. The community is visited by government agencies and receive government programs.

**Medium:**

1. Conflicting groups have a presence in the community including individuals and organizations that are influenced.
2. The community is sometimes visited by government agencies and receive government programs.
3. The community do not have adequate access and basic services.

**High:**

1. Conflicting groups have a strong presence in the community and exercise influence among community members including barangay officials.
2. The community experienced displacement or evacuation in the last 2 years.
3. The community experienced encounters and other military operations in the last 2 years.

## ***Annex 2: Checklist to Ensure Conflict Sensitive and Peace Promoting Projects***

The checklist shall be filled-out by the CEF during a consultation with the community members. The result of the checklist shall be presented and discussed during the Criteria Setting Workshop by the AC.

Instructions: Please read each statement carefully and check the box that corresponds to the answer for each question below.

<b>CSPP Checklist</b>	<b>Yes</b>	<b>No</b>
<b>Responsiveness:</b> the needs of the people, especially the most vulnerable, are addressed.		
1. Projects identified directly address the conflict triggers in the area.		
2. Projects identified will contribute to the safety and security of the people in the community.		
3. Projects identified will contribute to improving the social protection of the people in the community.		
4. Projects identified are sensitive to the culture of IP communities in the area.		
5. Projects consider short and long-term needs of IDPs.		
6. Projects identified facilitate a more equitable access to basic goods and services.		
7. Projects identified contribute to rebuild damaged economic infrastructures.		
<b>Social Cohesion:</b> deliberate effort to promote community social cohesion particularly in fighting exclusion and marginalization, and expanding community trust and solidarity.	<b>Yes</b>	<b>No</b>
1. Provides equal rights and opportunities especially for most vulnerable groups.		
2. Marginalized sectors are included in major decision-making bodies.		
3. Projects identified can help diffuse inter-group tension in the community.		
<b>Reconciliation:</b> conscious effort to contribute to the mending of the rifts and discord in the community caused by armed conflict. This also covers effort to mend the wounds of war between the agencies of the state and the non-state armed group, and the social reintegration of the individuals/ groups involved in armed hostilities in mainstream society.	<b>Yes</b>	<b>No</b>
1. The welfare of former rebels (FRs) is given priority in project identification through support to activities that provide economic benefit and facilitate seamless		

reintegration by FRs into communities.		
2. Promotion of justice for victims of conflict should be a norm in project identification.		
3. FRs are given adequate training that will make them at par with other members of the community in sustaining gains of the project.		
4. Project identification-implementation facilitates respect for diversity and cooperation among community members.		
5. Project identification-implementation facilitates open communication and interaction between and among groups.		
<b>Community Resilience:</b> improve the institutional and social capacity of communities to collectively address and/or mitigate the effects of armed conflict.	<b>Yes</b>	<b>No</b>
1. Programs/projects consider political vulnerability of victims of conflict and MVGs.		
2. Programs/projects consider physical safety/security vulnerabilities.		
3. There is constant dialogue with the legal security sectors and existing mechanisms are strengthened such as the POCs.		
4. Project decreases the capacity of powerful groups/individuals in the community to impose their will on the people.		
5. Operations and project maintenance plan is accessible to the public.		

***Annex 3: Sample of Operationalizing CSSP Approach based on PAMANA***

<b>TRIGGERS/CAUSES OF CONFLICT (CONFLICT-SENSITIVE ASSESSMENT)</b>	<b>PAMANA INTERVENTION (PEACE PROMOTING RESPONSE)</b>
Poverty, lack of economic opportunities, limited access to basic services and opportunities	Improve the economic activity/ies in the area through: -- community-driven development projects, -- conditional cash transfers to poor households and -- provision of sustainable livelihood.
Poor governance, perception of government neglect, absence of justice mechanisms	Improve institutions of governance. - Strengthen government presence in affected communities through national and local partnership under a performance-based service delivery scheme - establish performance benchmarks and improve peoples' participation in governance
Marginalization and lack of voice of the people.	Community Empowerment and cohesion. Initiate/ support projects that strengthen community organizations' capacity to engage the government as well as improve the unity of the community
Exploitation and marginalization of indigenous and cultural communities	Asset Reform. Address issues of asset reform and enterprise development esp. for the marginalized under the agrarian reform, agricultural development and ancestral domain management programs

***Annex 4: KALAHI CIDSS - NCDDP2/CDDSP3 Negative List with Exemptions under Disaster Response Operations (Official Version 12 November 2014)***

**1. The following are NCDDP ineligible subproject activities and/or expenditure types under normal KC-NCDDP implementation conditions using the Standard Community Empowerment Activity Cycle (CEAC):**

- a. Purchase or compensation for land
- b. Road construction into protected areas
- c. Repair of government offices (unless the emergency response Disaster Risk Management (DRM) contingent sub-component has been triggered)
- d. Meeting halls and places of worship
- e. Dams higher than 5 meters
- f. Environmentally hazardous materials such as chainsaws, explosives, pesticides, herbicides, insecticides, asbestos and other potentially dangerous materials
- g. Production of, trade in, or use of unbounded asbestos fibers
- h. Fishing boats (beyond the weight limit set by Bureau of Fisheries and Aquatic Resources (BFAR))
- i. Activities that have alternative prior sources of committed funding
- j. Activities for fiesta and other religious and cultural activities
- k. International travel
- l. Salaried activities that employ children below the age of 16, and production or activities involving harmful or exploitative forms of forced labor or child labor
- m. Consumption items
- n. Maintenance and operation of infrastructure built from Project funds
- o. Production of or trade in any product or activity deemed illegal under the Philippines laws or regulations or international conventions and agreements or subject of international phase outs or bans, such as (a) pharmaceuticals, pesticides, and herbicides; (b) ozone-depleting substances; (c) polychlorinated biphenyls and other hazardous chemicals; (d) wildlife or wildlife products regulated under the Convention on International Trade in Endangered Species of Wild Fauna and Flora, and; (e) transboundary trade in waste or waste products
- p. Production of or trade in weapons and munitions, including paramilitary materials
- q. Production of or trade in alcoholic beverages, excluding beer and wine
- r. Production of or trade in tobacco
- s. Gambling, casinos and equivalent enterprises
- t. Production of or trade in radioactive materials, including nuclear reactors and components thereof
- u. Commercial logging operations or the purchase of logging equipment for use in primary tropical moist forests or old-growth forests, and
- v. Marine and coastal fishing practices, such as large-scale pelagic drift net fishing, harmful to vulnerable and protected species in large numbers and damaging to marine biodiversity and habitats.

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<sup>2</sup> National Community Driven Development Program (World Bank)

<sup>3</sup> Community Driven Development Support Program (Asian Development Bank)

**2. In compliance with the NCIP AO 3, series of 2012 - Part III, Section 25 on “Excluded Areas”, the following areas are likewise excluded from any activity except for the exclusive purposes for which they are identified.**

- a. Sacred grounds and burial sites of indigenous communities
- b. Identified international and local cultural and heritage sites
- c. Critical areas identified or reserved by the ICCs/IPs for special purposes, and
- d. Other areas specifically identified by ICCs/IPs in their Ancestral Domain Sustainable Development Protection Plan, or ADSDPP

**3. In relation to work under Disaster Response Operations using the Accelerated Community Empowerment Activity Cycle (CEAC), the following activities are not allowed:**

- a. Repair of facilities storing hazardous substances (e.g. fuel depots), except simple clearing of debris or landslide materials on access roads and perimeters
- b. Major repair or reconstruction of damaged waste management facilities, except the collection of spilled and dispersed waste from the facility and returning it to its original position on the facility, or a safe temporary repository on the perimeter
- c. Repair of privately owned production facilities
- d. Any “salvage logging” operations (which might be undertaken as result of storm damage to forests)
- e. Repair of dykes or dams that are higher than higher than 5m, or store water volumes larger than 1,000,000 m<sup>3</sup>
- f. Construction of new temporary or permanent infrastructure to bypass devastated areas which have a segment length of > 500m, and a cumulative length of 2,000m within a corridor of 10 km or less
- g. Construction of new, or substantial expansion of existing flood protection works, especially when this involves the conversion of floodplains or riverine forests
- h. Bulk purchase of fuel, lubricants, pesticides, herbicides or other hazardous substances
- i. Any activity in a sensitive or protected natural habitats as defined by World Bank Operational Policy 4.04, except the removal of debris and the repair of pre-existing infrastructure (e.g. access roads or park ranger buildings).

**4. In relation to work under Disaster Response Operations using the Accelerated Community Empowerment Activity Cycle (CEAC), the following activities constitute exemptions to the negative list, and may therefore be allowed:**

- a. Repair of rural and local roads, and repair/reconstruction of small bridges with a maximum span of up to 15m
- b. Backfill, reshaping and landscaping of areas affected by erosion
- c. Repair of existing riverbank protection systems and earth-fill dykes up to 5m height, subject to risk assessment, and if supervised by a qualified engineer
- d. Construction of temporary bypass roads up to 500m length, if not located in sensitive habitats and land acquisition follows the provisions of the main Environmental and Social Management Framework or ESMF, and bypasses are completely removed and the alignment restored to its original conditions once the need for their service has expired.
- e. Repair / reconstruction of communal irrigation and water supply systems and of facilities that they have been completed with project funding.

- f. Collection and removal of technogenic debris (building parts, mixed waste, timber) such as uprooted trees and plant debris from public infrastructure, public spaces and agricultural areas, and its deposition in pre-existing waste management facilities that are operating under national licensing and regulations, and compliant with normal practices in the country.
- g. Repair of public buildings (including barangay halls, school buildings, day care centers, government offices, tribal halls, meeting hall, multi-purpose centers and places of congregation used as administrative spaces for disaster and relief operations and information dissemination) and infrastructure (e.g. transmission lines, street lighting, traffic signs, bus stops).
- h. The procurement of tools and equipment for purposes of removal of debris (i.e. chain saws and/or bolt/wire cutters), provided that the purchase is approved by, and the tools are subsequently registered with the appropriate regulatory agencies.
- i. Shelter, including emergency and transitional shelter and temporary housing, and support for permanent shelter repair in safe areas, and;
- j. Setting up of temporary facilities to deliver basic service needs of affected communities, such as field schools, temporary health facilities, and water facilities.

**5. In relation to new types of activities eligible for support in conflict-affected areas as per contribution to conflict reduction and peace promotion, the following activities are considered allowable:**

- a. Training/Mentoring in Conflict Management and Mediation
- b. Training in DRRM (which includes establishment of early warning system and evacuation protocols)
- c. Activities targeting triggers of conflict such as land tenure improvement, community dialogues and dispute settlement.
- d. Activities building on peace zones such as human rights orientation, alternative dispute systems, peace education in local schools and community centres.
- e. Activities supporting inter-cultural celebrations and dialogues.
- f. Activities supporting tri-people activities in schools and community centres.

## ***Annex 5: Instructions on How to Address Issues on Flexible Timelines***

The following are cases where set timelines will no longer be followed in accordance with the regular CEAC process, as extension is deemed necessary:

1. Delayed start-up activities – In high conflict areas, a longer timeline is applicable in Cycle 1 implementation because of more complex start-up activities and the need for improved conflict-sensitivity and competence of NCDDP field staff.
2. After Cycle 1, an assessment to review the conflict and risk analysis will be undertaken by the ACT with the support of the SRPMO. Based on this assessment, the SRPMO shall make a recommendation to the RPMO for the need for flexibility in time and schedule of activities.
3. Temporary Suspension of Operations – In cases where there is a continuous occurrence of armed violence, it may be necessary that the operations temporarily ceased. For such cases, the ACT and SRPMO shall jointly recommend to the RPMO who will make the final decision after appropriate discussion with the LGU. In addition, the AC with advice from the ACT members shall make a decision for a temporary pull out of the CEF from the affected areas.

## ***Annex 6: Definition of Terms***

- i. “Ambush” means a surprise attack by people lying in wait in a concealed position.
- ii. “Abduction” means the action or an instance of forcibly taking someone away against his or her will.
- iii. “Bombings” refer to attacks made in a place or places or to people with the use of explosive weapons.
- iv. “Conflict Affected and High Risk Areas (CA-HRAs)” are areas where there are political and social instability, where violence and human rights abuses occur or may occur and areas wherein such incidents may occur (pre-conflict) or re-occur (post conflict). For purposes of this guidance notes and in accordance with the Protocols of the Department of Social Welfare and Development, the Armed Forces of the Philippines the Office of the Presidential Adviser on the Peace Process and the Regional Director can declare CA-HRAs. Communities can likewise declare their own barangays as CA-HRAs following a procedure that involves a barangay assembly where the conflict issue is discussed and a BA resolution submitted to the RPMO who will validate the resolution with relevant government agencies such as the local government unit through the local Peace and Order Councils.
- v. “Extortion” is a crime in which one person forces another person to do something against his will, generally to give up money or other property or possession, by threat of violence, property damage, and damage to the person’s reputation, or extreme financial hardship. Extortion involves the victim’s consent to the crime, but that consent is obtained.
- vi. “Field implementers” refers to DSWD staff and workers in the local levels. They basically put into effect and realization the agency plans, decisions and agreements. For purposes of this guidance notes, it basically means the Area Coordinating Team of the NCDDP.
- vii. “Incident Report Template” is a form that is to be filled out in order to record details of an unusual event that occurs at the workplace. The purpose of the incident report is to document the exact details of the occurrence while they are vivid in the minds of those who witnessed the event. This information may be useful in the future when dealing with liability issues stemming from the incident.
- viii. “Safety” refers to the condition of being protected from or unlikely to cause danger, risk or injury.
- ix. “Staff debriefing” is an information-sharing and event-processing session conducted as a conversation between peers. Group members become informants to each other about a situation or event that occurred to them as a group. The listener can be a therapist, counsellor, or professional peer who helps the group process the information being shared. The person who conducts the session should have the professional skills to guide the established process that will help staff members recover from their distress.

- x. “Security” refers to all measures that are taken to protect a place, or to ensure that only people with permission enter it or leave it.
- xi. “Theft” refers to the act of stealing, specifically: the felonious taking and removing of personal property with intent to deprive the rightful owner of it, an unlawful taking (as by embezzlement or burglary) of property illegally.
- xii. “Threat to security and safety” refers to any incident or confrontation that jeopardizes security and safety.
- xiii. “High conflict” refers to the degree of conflict present in the community characterized by the presence of armed confrontation and/or active engagement of conflicting parties.

## ***Annex 7: DSWD Protocol on Safety and Security (to be attached)***

The DSWD Administrative Order No. 10 provides specific instructions, measures and actions for all DSWD personnel working in conflict affected areas. (Annex 7). The NCDDP staff in the field, particularly the Area Coordinating Team, is at the forefront of the program implementation and works directly with local government units and communities in conflict affected areas on a day-to-day basis. Hence, they are relatively more susceptible and exposed to incidents that are conflict-induced. In many cases, experiences during the KC implementation indicate that field staff have been engaged in meetings and discussion with rebel groups. In some cases, threats have been experienced.

For KC-NCDDP, the security of its field staff and the continuous implementation of the program are two dimensions of security and safety. In addition to the abovementioned protocol for DSWD personnel, the KC-NCDDP requires the following procedures:

### Program

- a) RPMO shall conduct security briefing to the ACT prior to deployment.
- b) RPMO must provide an evacuation plan for ACT members in case of eruption of violent incidents.
- c) ACT shall closely coordinate with the MPOC on a regular basis specifically during declaration of red alert and occurrence of incidents directly related to conflict.
- d) The NCDDP shall ensure that investments made in the community processes and actual community projects are co-owned by the community. Proper security protocols shall form part of the agreement with the LGU and community members. When the project has been turnover, such protocols shall be included in the O&M plan, which will be the responsibility of the O&M Committee, the BLGU and the MLGU.

### Individual Staff

- a) All field personnel shall wear their NCDDP-DSWD ID and DSWD shirt all the time.
- b) All field personnel shall use the Locator Board in the ACT office to indicate destination and whereabouts for specific date and time.
- c) All field personnel working in conflict-affected areas shall avoid sending sms or text messages, which are directly related to conflict situation or information regarding specific community people.
- d) To prevent untoward incidents, no ACT member shall spend the night in high conflict areas where armed groups are present.

e) All ACT members must exercise sensitivity, care and caution in conducting barangay assemblies and community activities. Keep in mind that community members and volunteers may be members, relatives, or sympathizers of rebel or armed groups.

f) All ACT members should refrain from making comments that have or reflect ideological and political leanings or statements to avoid offending sensitive listeners.

g) NCDDP staff shall inform RPMO on relatives (by consanguinity and affinity) who are with the military or armed groups. This information shall be treated with high confidentiality and shall be a factor in the area for deployment of the staff. It is strongly advisable that the said NCDDP staff shall not be deployed in areas where relatives who are active in the military and armed groups operate.

h) NCDDP staff who are deployed in identified CAAs shall be provided with official ID and uniforms of DSWD which are to be worn at all times while on the field and in CAAs. This is in accordance with the DSWD Administrative Order 10 on Safety and Security Protocols.

i) All ACT members shall immediately report to the RPMO incidents and outbreak of conflict. In such cases, all ACT members must refrain from going to affected communities until clearance is provided by the AFP/PNP/MPOC.

1. Coordination with Relevant Institutions

a) Proper coordination shall be observed with the head of the LGU, the Municipal Peace and Order Council, and the Barangay Peace and Order Council at all times.

b) Proper coordination with the PNP shall be observed upon entry into a new conflict-affected area and maintained throughout the project duration.

c) Maintain regular communication with the RPMO on security matters.

## ***Annex 8: Examples of Conflict Management and Peace Promoting Projects***

- Training/Mentoring in Conflict Management and Mediation
- Training in DRRM (which includes establishment of early warning system and evacuation protocols)
- Activities targeting triggers of conflict such as land tenure improvement, community dialogues and dispute settlement.
- Activities building on peace zones such as human rights orientation, alternative dispute systems, peace education in local schools and community centers.
- Activities supporting inter-cultural celebrations and dialogues.
- Activities supporting tri-people activities in schools and community centers.
- Psychosocial activities for victims and combatants.
- Activities promoting social cohesion such as supporting inter-cultural celebrations and dialogues, and construction of places of congregation.