International Alert Philippines

Conflict Monitoring – Philippines

STAKEHOLDER ENGAGEMENT PLAN (SEP)
22 SEPTEMBER 2021

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1. **Introduction**

This document is the Stakeholder Engagement Plan (SEP) which forms part of the environmental and social standard (ESS) requirement of the World Bank for the implementation of International Alert Philippines *Conflict Monitoring - Philippines* Project.

It is critical for state leaders and key stakeholders at different levels to have reliable conflict data and analysis in the BARMM to enable the development of appropriate responses, mitigate risks, and support the conflict to peace transition. As such, the project focuses on the provision of relevant, timely, and reliable conflict data and analysis that enables key stakeholders to develop relevant policy responses, strategies, advocacies, and actions.

The SEP outlines the context-specific and conflict sensitive approaches to data processing, stakeholder engagement and data protection throughout the implementation of the various components of the project and includes a mechanism where partners and other stakeholders can raise concerns and provide feedback on the project and its related activities. The SEP aims to improve and facilitate participation, decision making and enable an atmosphere of understanding, inclusion, and objective engagement that meaningfully involves stakeholders in an effective and efficient manner and ensures that social and conflict risks are minimized and mitigated. The SEP is a useful tool for managing communications between Alert and key economic, social, and political actors, and project partners.

The key objectives of the SEP can be summarized as follows:
- Provide guidance for stakeholder engagement such that it meets the standards of International Best Practice;
- Identify key stakeholders that are affected, and/or able to influence the Project and its activities;
- Identify the most effective methods, timing and structures through which to share project information, and to ensure regular, accessible, transparent and appropriate consultation;
- Develop a stakeholders engagement process that provides stakeholders with an opportunity to influence project planning and design;
- Establish formal grievance/resolution mechanisms;
- Define roles and responsibilities for the implementation of the SEP; and
- Define reporting and monitoring measures to ensure the effectiveness of the SEP and periodical reviews of the SEP based on findings.

1.1 Context

In the Philippines, the largest share of the poor live in Mindanao, home to roughly 25 percent of the country's population and 39 percent of its poor. Particular to the Bangsamoro Autonomous Region of Muslim Mindanao (BARMM) – previously known as the Autonomous Region in Muslim Mindanao, ARMM) – more than 50 percent of the population fall below the national poverty line. The region has been affected by conflict for decades. The main conflict has taken place between the Government of the Philippines (GPH) and two Muslim separatist groups, the Moro National Liberation Front (MNLF) and the Moro Islamic Liberation Front (MILF). Both groups have signed a peace agreement with the GPH in 1996 and 2014, respectively. However, conflict in the region is still prevalent, takes place along several fault lines and is influenced by multiple drivers of conflict, including: (i) social injustice, alienation, and exclusion of Muslim and indigenous peoples; (ii) displacement of indigenous peoples from their

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ancestral domain; (iii) inter-ethnic conflicts; (iv) "rido" or clan wars and revenge killings; (v) land tenure and ownership disputes; (vi) competition for scarce natural and mineral resources; (vii) local election disputes; (viii) ineffective governance and lack of rule of law and service delivery; and (ix) widespread poverty and lack of job opportunities.[1]

The current COVID-19 pandemic has surfaced new tensions, fissures, and conflicts resulting from weaknesses of the state to respond in a timely and effective manner to reduce people's vulnerabilities in the BARMM region. Both at the regional and national levels, the loss of income, food security and access to medical services due to COVID-19 have exacerbated tensions between the state and its constituencies and resulted in violent confrontations between state security and protesters. COVID-19 also affects women and girls differently and worsens existing gender inequalities. Women and girls might be at higher risk of domestic violence due to increased tension in the households.[2]

There were signs that the reporting of gender violence increased during the lockdown despite the stigma attached to it. However, the pressure to protect the family or clan reputation, the lack of a system that encourages reporting of incidents particularly in the rural areas, and the traditional settlement practices that are biased against the victims but to which they submit remained as some of the more incorrigible issues that deterred the true reporting of violence against women. Beyond the violence against women lay an even more dangerous truth – the spike in cases of child abuse during the pandemic. [3]The figures were worse than those on gender- based violence yet the harm has not been captured in the media, or highlighted by the authorities, and by civil society at large.

The inexorable truth is that the lockdowns engineered a paradox: meant to seclude and protect people against the disease, they instead created victims of gender violence and child abuse.[4] Too often, as Alert's research found out, police reports on incidents involving women and children lacked data on the relationship between victim and alleged perpetrator and the location of the incidents. But when these details were available, they underscored how (a) the incidents happened in the victims' homes; (b) many perpetrators in women's cases were husbands; and (c) among perpetrators in child abuse cases were intimately close to the victims: fathers, stepfathers, grandfathers, uncles, and neighbors.

The findings raise the necessity of complete police reports and making these more available to be able to better analyze the factors behind incidents of abuses of women and children in the Bangsamoro and craft appropriate policy responses to them, particularly during emergencies such as the COVID-19 pandemic.

The available data make the case for making the government's COVID-19 response sensitive to the vulnerabilities of women and children in the event that severe lockdowns are reimposed to arrest the spread of the disease. It needs to start with a recognition that home confinement risks an increase in violence against women and children. As such, there should be a system to make the reporting of abuses easy and that guarantees quick action on the complaints. Places must be available where victims can go to seek protection and refuge from the violence.

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[1] The World Bank Group; Mindanao Peace Lens - Operational Task Team's Handbook, April 2020
[2] https://www.unfpa.org/sites/default/files/resource-pdf/COVID19_A_Gender_Lens_Guidance_Note.pdf
[3] International Alert. Covid and conflict dynamics in the Bangsamoro, March 2021
[4] Ibid.

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It is critical for the government leaders, the newly established Bangsamoro Transition Authority (BTA), development partners and others to have reliable data and analysis on conflict patterns in the BARMM to be able to respond appropriately, mitigate risks, and support the peace process and transition from conflict to sustainable peace. Recognizing that a strong understanding of the context on the ground is critical to inform planning and policies, the World Bank started supporting "Conflict Alert", a sub-national conflict monitoring system in 2013. Conflict Alert (CA) tracks the incidence, causes, and human costs of violent conflict in Mindanao with a specific focus on BARMM. It aims to shape policymaking, development strategies, and peacebuilding approaches by providing relevant, robust, and reliable conflict data. Conflict Alert has a strong and proven track record for providing validated, anonymized data on conflict incidents and analysis on general conflict trends to inform research, analysis, policy dialogue and decision making.

Conflict Alert enables regional comparisons on conflict. It currently contains conflict data from 2011 from the ARMM/BARMM including major cities outside of BARMM, while data for the year 2020 includes COVID19-related incidents. Conflict Alert generates data through CSV format, which can run on Stata and SPSS platforms. Users can generate maps with geotags from the regional down to the village level, where violent conflict incidents have taken place. They can also request custom map overlays, for instance, or a land cover map overlaid with a conflict incidence map, to get a deeper comparative analysis and understanding of violent conflict. The Conflict Alert website allows users to download pre-generated charts and tables or create their own and registered users can download all reports, data sheets, thematic briefs, and other publications. All data gathered have been validated and analyzed together with International Alert Philippines (IAP) partners such as the academe, state security, local leaders and local government units, together they form the Multi-stakeholder Validation Groups (MSVGs).

CA data has been crucial in providing up-to date data to Policy makers across all levels to better inform policy and planning strategies and outcomes. For example, using the CA report, IAP provided Local/Municipal and Regional Peace and Order Councils with an in-depth analysis of the peace and security situation, emphasizing certain thematic areas of focus such as conflicts affecting indigenous peoples and the persistent threat of violent extremism in the region. Members of the national legislature were also provided briefings by IAP to feed into various BARMM specific legislative discussions such as proposed amendments the Bangsamoro Organic Law, highlighting the transition-induced violence in the region; the Compensation Bill for victims affected by the Marawi siege; and the amendment of the Revised Gun Law which undermines some of the components of the Normalization process. IAP provided peace and conflict related briefings to Bank teams that have significant projects in Mindanao, these include the rural development and agriculture managing the Support to Parcelization of Land Individual Titles (SPLIT) and Mindanao Inclusive Agriculture Development Project (MIADP), and to the Sustainability and Social Inclusion team handling the Marawi Rehabilitation project.

1.2 General Project Description

Within this operating context, **the project development objective** of the proposed grant is to provide useful, timely, and reliable conflict data and analysis that enables key stakeholders to develop relevant policy responses, strategies, advocacies, and actions. This project contributes to the State and Peacebuilding Fund's outcomes specifically: building resilience to crises – supporting implementation or

uptake of recovery and peace building assessment findings and recommendations including pathways for peace.
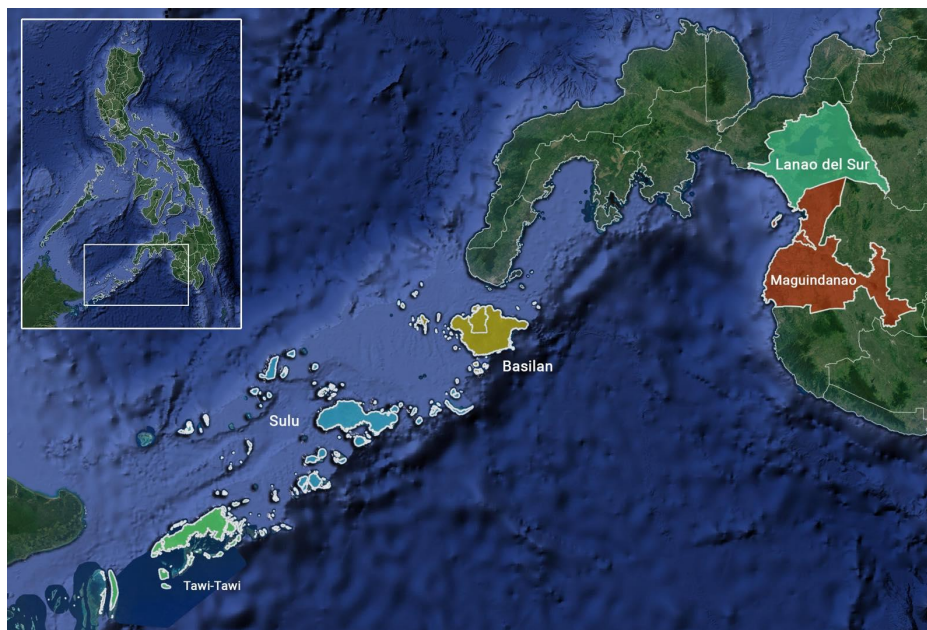

Figure 1. Project areas covered by Conflict Alert project

The project covers the Bangsamoro region for conflict monitoring and nationally for dissemination and data utilization. The project consists of two components:

i. **Component 1: Conflict Alert (CA) -** CA is an ongoing activity initiated by International Alert Philippines (IAP) since 2013 with funding from the World Bank since 2015. CA is a subnational conflict monitoring system that tracks the incidence, causes, and human costs of violent conflict in the BARMM region, aiming to shape policymaking, development strategies, and peacebuilding approaches by providing relevant, robust, and reliable conflict data. The main data sources are media reporting and incident reports from regional and provincial police offices in the BARMM. This is combined with information coming from IAP's Critical Events Monitoring System (CEMS) generating real-time information from the ground.[5] Data is gathered and conflict incidents are encoded. Conflict Alert will, under this project, also continue data collection on COVID-19-related social unrest incidents and explore ways for the more comprehensive data collection on gender-based violence in the Philippines.[6]

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[5] CEMS is an SMS- and high frequency radio-based system which captures violent conflict incidents and tensions that arise in communities and coordinates prompts multi-stakeholder response to emergencies and crisis.

[6] The current CA project has already done this by monitoring new tensions that plays into and affects existing conflict patterns, mainly caused by weaknesses in the response to the pandemic and quarantine as well as people's sense of vulnerability. As of May 1, 2020, it includes already over 300 COVID19 related reports in the database in addition to non-COVID19 related cases monitored in the BARMM.

The Conflict Alert system undergoes a process flow that ensures data integrity and confidentiality is maintained throughout for data analysis to be robust and credible. The credibility of the system is critical and there is, therefore, a solid focus on validation. Multistakeholder Validation Groups (MSVGs), consisting of carefully selected local stakeholders, are assembled to go through the encoded incidents. The MSVGs are composed of members with backgrounds in security provision, crime prevention, journalism, peacebuilding, conflict research, crime monitoring, local governance, policy formulation, and grassroots knowledge. Their role is to check the list of incidents, provide more details of the conflict incidents, and add those not reported to the police or by the media. They discuss conflict trends to enhance the analysis of the data.

Data management entails solid quality control protocols, security systems/data protection to ensure 24/7 operation of the system. The system supports real-time generation of datasets with accurate georeferencing of incidents and production of interoperable maps on-demand that can be downloaded and shared, in different formats, to both online and offline users.

Finally, data are tabulated and analyzed according to incidence, density, strings, and trends of violent conflict.

ii. **Component 2 – Analysis and Dissemination for Increased Demand and Usage of Available Data:** This component relates to the dissemination of the Conflict Alert book with ten-year panel data and analysis to generate increased demand and usage of information/knowledge products such as conflict data and thematic maps and briefs (e.g., conflict and COVID cases; gender-based violence). This work is required to respond to and generate demand from stakeholders, government and development partners in particular, for the data produced to be maximized in the different plans and policies. This component will attempt to generate more demand by actively reaching out to local government to showcase how they can use Conflict Alert data. Guided by a strategic dissemination plan, activities include producing informative videos, infographics, and other multimedia materials showcasing results of analytical and thematic reports to capture a wider audience. This component will focus on:

a. Technical advice to local governments of the Bangsamoro, including the peace and order councils, planning and development offices, and the executive, among others on conflict-sensitive governance, and resource management, and development planning.
b. Develop policy notes on particular thematic areas, potentially focusing on a particular stakeholder to target advice and analysis.
c. Provision of regular thematic briefings to key BARMM ministries handling land and resources, human settlements and development with emphasis on transition-induced violence, land conflict, extremist violence, and complex emergencies such as natural disasters and health emergencies.
d. Publication of Conflict Alert Report 2021 and the compilation of a Conflict Alert book outlining and analyzing the data from 10 years of data gathering in the BARMM.

The analysis and dissemination work will under the proposed grant require additional effort to make use of the full 10-year dataset from Conflict Alert. The Conflict Alert annual report 2021

will be in book-form to be able to go into considerable detail on comparisons across years, geographical areas and thematic issues.

1.3 Previous stakeholder engagement carried out to date

Alert has implemented other inter-operable platforms and maintained multistakeholder processes in pushing for policy advocacies, prompting an appropriate response to key emerging issues and critical events among authorities, and shaping discourse in peacebuilding work since 2014.

Critical Events Monitoring System (CEMS). This monitoring system is different from Conflict Alert. It relies on an SMS-based reporting system that captures conflict incidents and tensions in communities that may lead to the eruption of violence. It is used by the Alert-supported Early Response Network (ERN) in the Bangsamoro since 2018 for sharing information and working with local governments, key agencies, the security sector and religious and traditional leaders in coordinating quick and context-specific responses to tensions, violent conflicts, disasters and displacement as they happen.

Establishment and strengthening of the Lanao del Sur Early Response Network (ERN) in 2018, which is comprised of local disaster responders in Marawi City and 39 municipalities of Lanao del Sur and is connected to the CEMS system. Members deploy timely and relevant responses to various natural and human-induced disasters, particularly incidents that can result in violence and massive human cost.

Resource Use Management Program (RUMP). The RUMP methodology and process is a long-standing programme strand of Alert since 2012, covering ancestral lands in Mindanao and Northern Luzon. Specific to Lanao del Sur, RUMP implementation was around the Marawi rehabilitation and spill-over effects in surrounding areas. RUMP is an innovative, evidence-based, technology-assisted and participatory process that mediates various and sometimes competing claims over the most effective, efficient and sustainable use of land and other natural resources. Alert facilitated RUMP activities in the municipalities of Saguiaran, Piagapo, and Marantao in 2018 and completed the RUMP process in the municipalities of Kapai, Saguiaran and Bubong, also in the province of Lanao del Sur, under a recently concluded project funded by the World Bank which ran from September 2020 to March 2021. A Memorandum of Agreement (MoA) is in place between International Alert and the Office of the Governor, Lanao del Sur Province to collaborate on developing a management and policy framework for resource governance in order to (a) promote socio-economic development while minimizing the risk of violent conflict rooted on identity and contestation over land and resources; and (b) harness local-level hybrid conflict resolution mechanisms to resolve conflict in a context-specific and peaceful manner. [7]

Marawi Reconstruction Conflict Watch (MRCW). This is a multistakeholder body that provides advice to relevant government officials to help conflict-sensitize the reconstruction process. Alert provides secretariat function and expert advice on key issues relevant to the reconstruction, such as conflict and risk analysis, resource management (e.g., land and water), and drafting the Marawi Compensation Bill and position papers for Senate and Congress. Established in 2018, the MRCW has been recognized as a credible resource on grassroots issues in Marawi by the relevant committees in Congress and the Senate, such as the Committee on Disaster Management of the House of Representatives (HoR), Senate

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[7] Conflict Alert covers six main types of conflict, including resource issues, such as contestations and struggles over land, water, natural resources, among others.

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Special Committee on Marawi Rehabilitation, and the Committee on Finance responsible for oversight of the Marawi rehabilitation process and the passage of the Marawi Compensation Bill.

Clan mapping. Alert conducted a series of clan mapping in Lanao del Sur immediately after the Marawi siege and informed the Bangsamoro rehabilitation and recovery plan, particularly regarding issues around land and overlapping property rights claims. Analysis from the consultations informed the RUMP process, particularly in identifying prominent families in Saguiran, Marantao and Piagapo – areas where the RUMP workshops were being conducted. Highlights of the consultations were also relayed to Task Force Bangon Marawi, specifically on the issues raised by the clans, through members of the MRCW. The analysis has been included in the BMCRRP.

The series of consultations with clan leaders and members were held from 10-20 April 2018. The objectives of the consultations were to (a) elicit meaningful and wider participation of local citizens in the task of rebuilding Marawi; (b) assuage the concerns and fears of many stakeholders over the perceived priorities, strategies, directions, and effects of development plans that the government would undertake in the rebuilding and rehabilitation of Marawi, particularly its most affected areas (MAA); and (c) prevent potential violent conflict that may erupt from inadequate consultations, misunderstandings, and misconceptions. A total of thirty-nine (39) clans, grouped into fourteen (14) clusters participated in the consultations that Alert facilitated. The consultations provided privacy, confidentiality, and space for the suffering and anger of the clans to be heard, understood and accepted.

The strategy employed was to harness the voice, influence, and expertise of Marawi's clans and families to inform and shape the redevelopment and rehabilitation process. The methodology was to create safe spaces for dialogue and discussion between local people most affected by the 2017 war in Marawi, and government agencies engaged in the rebuilding and rehabilitation of Marawi, specifically Task Force Bangon Marawi (TFBM). It was understood at the outset that the clan consultations shall run parallel to separate and equally important dialogue-consultations with the private sector/ business groups; women's groups, religious groups; academic and technical experts, and others. The summary findings were compressed into a common format consolidating the results of the wider consultation process that TFBM has undertaken. This provided input into the Bangon Marawi Comprehensive Rehabilitation and Recovery Program (BMCRRP).

2. **Strategy for Stakeholder Engagement During Implementation**

Different types of stakeholders will be engaged in the course of project implementation. Stakeholder engagement is an integral part of the project activities from conflict monitoring, data management, analysis, and dissemination. Stakeholder analysis will be a continuing process that will engage different groups as issues, activities, and agendas evolve. The engagement plan will be regularly revisited and adjustments made, in consultation with the World Bank, where necessary and appropriate throughout implementation.

The engagement strategies would involve field consultations at the regional centers and would not involve community-level activities thus the security risks are relatively modest. Moreover, the major consultees during field consultations./meetings would involve government staff/officials as well as local CSO/academe who are in best position to determine if there are major security risks. In terms of protocols related to COVID19, the team will comply with all national and local protocols. This include

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physical distancing, use of protective equipment and holding virtual meetings instead of face-to-face interaction based on local situation.

2.1 Description

The matrix outlines the stakeholders and specific group/offices to be engaged, their roles in the CA process, and the project team's methods of engagement.

The identification of the affected, vulnerable and other stakeholders enumerated below has been informed by 8 years of conflict monitoring implementation experience, and learning derived on stakeholders' interests, influencing strategies, potential risks, the key people and agencies to get support from through the implementation process, and key offices and agencies crucial in the achievement of results. Alert defines "stakeholder" as any person, group, or organization that positively or negatively affects or is affected by a particular issue, goal, undertaking or outcome. They are individuals or groups with a direct, significant and specific stake or interest in a given territory or set of resources and, thus, in policies or projects relating to those resources.

The local, regional, and national stakeholders identified are crucial to project implementation given data access and their possession of social capital and influence that are key to achieve results. These are actors and agencies who are able to use their skills, knowledge, or position of power to contribute to the project positively. Other than local level engagement with academic partners, relevant provincial offices such as the Regional Police Office – BARMM, local government units and relevant BARMM entities that will benefit from data and analysis produced by the project, national and international entities and agencies will also be engaged on thematic issues that require robust evidence-based data and analysis. Community members and sectoral representatives who will be part of the geographically-clustered multistakeholder validation groups (MSVGs) are key nodes in the monitoring system's data validation and analysis process. Members come from different backgrounds and inclinations, thus highlighting the importance of a clear and viable SEP that outlines relevant and timely strategies to navigate evolving local dynamics and ensure individual member's meaningful participation in the MSVG meetings and the advocacies that flow from the analysis.

2.2 Stakeholders

Stakeholder	Group/Office	Areas of interest/concerns	Strategies and methods of Engagement	Stages of Engagement
Affected stakeholders				
Local government	- Municipal and provincial governments in the BARMM - Alternative Dispute Resolution Mechanisms and other local conflict resolution bodies	● Utilize CA data and analysis, particularly on trends and patterns of violent conflict, to provide early warning and inform programming, strategy development and response ● Utilize analysis to surface gaps in programming and response relevant to the prevention/resolution of conflicts, tensions and flashpoints	● Continue provision of regular briefings and accompaniment for existing LGU partners/LCEs based on their context-specific needs and objectives ● For other LGUs, harness social capital to develop and/or further strengthen connections through courtesy calls ● Engage LCEs regularly through the provision of customized briefings ● Identify interests of LCEs, closely monitor their data needs, and provide them with relevant materials ● Provide technical support and accompaniment, as needed ● Invite to launch of Conflict Alert reports ● Involve in work in progress meetings on Conflict Alert book development	For the dissemination of conflict data and analysis
Regional government	- Bangsamoro Transition Authority - Relevant BARMM authorities/agencies	● Utilize CA data and analysis, thematic papers/briefs and other relevant reports as reference materials that can be used in	● Identify champions that are relevant to identified policy advocacy priorities and develop	For the dissemination of conflict data and analysis

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		parliamentary proceedings in relation to key advocacy priorities in the Bangsamoro including the Marawi rehabilitation, violent conflict over land and resources, transition induced violence ● Utilize analysis to surface gaps in programming and response relevant to the prevention/resolution of conflicts, tensions and flashpoints	close relationships with their key staff ● Harness social capital to develop and/or further strengthen connections ● Engage champions regularly through the provision of customized briefings and courtesy calls ● Identify interests of champions, closely monitor their data needs, and provide them with relevant materials ● Provide technical support and accompaniment, as needed ● Invite to launching of and briefings on Conflict Alert reports	
National policy makers	Congress/Senate	● Utilize CA data and analysis as input to policymaking- to inform legislative hearings and deliberations, develop position papers, craft bills and resolutions, etc.	● Conduct timely political mapping to ascertain the balance of forces on an issue, and harness champions relevant to identified policy advocacy priorities and develop close relationships with their key staff (Chief of Staff, legislative staff) ● Harness social capital to develop and/or further strengthen connections through courtesy calls	For the dissemination of conflict data and analysis

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			● Engage champions regularly through the provision of data and regular customized briefings ● Identify interests of champions, closely monitor their data needs, and provide them with relevant materials ● Provide technical support and accompaniment, as needed ● Invite to launch of Conflict Alert reports ● Involve in work in progress meetings on the CA book development	
Academic Partners	- Dansalan College - Notre Dame University - Western Mindanao University	● Assist in data gathering by liaising with local and regional PNP offices to secure blotter reports ● Convene MSVGs and facilitate quarterly validation meetings to deepen analysis on conflict trends, add incidents not captured in media and PNP reports, and identify conflict strings, and conduct orientation for new MSVG members with Alert ● Provide regular input to help sharpen and nuance analysis on conflict trends and shape the development of relevant and appropriate recommendations for policy and action	● Renew partnership agreement with clearly defined roles, terms of references, and target results through inception and planning meetings ● Develop and agree on workplans with clear targets and timelines to facilitate efficiency and accountability ● Provide accompaniment, mentoring and necessary resources (including capacity development) to support the effective delivery of all expected outputs with the conduct of regular debriefing and assessment meetings with academic partners	Throughout project implementation

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		● Spearhead policy advocacies relevant to key issues in each of the partners' geographical area of coverage ● Conduct research and develop knowledge products using CA data and analysis and promote its utilization within their respective universities ● Conduct outreach and/or briefings to parallel Alert's efforts in disseminating CA data and analysis and promoting its utilization across a variety of purposes ● Adopt and strengthen the CA methodology to help ensure project sustainability	● Involve partners in analysis of data, development of advocacy messages, engagement with other stakeholders for outreach, the conduct of research, and other key activities to strengthen stakeholdership in the project ● Consistent acknowledgment and recognition of partners' contributions to Conflict Alert	
Philippine National Police	- PNP BARMM - PNP Police Regional Office 9	● Provide access to monthly incident reports for conflict incidents to be encoded into the CA database ● Assign a representative to participate in MSVG meetings ● Engage with IAP and partners for potential collaboration on relevant initiatives and/or with regard to capacity development inputs	● Conduct regular courtesy calls to senior PNP officials to strengthen the partnership and maintain good working relationship by Alert and academic partners ● Conduct regular dialogues to determine data needs of PNP and explore areas for collaboration on data sharing and analysis, and provide timely response to needs	Throughout project implementation

		● Utilize conflict data and analyses particularly on trends and patterns of violent conflict to inform programming, strategy development and response	● Agree on capacity development inputs, if identified as needed by the PNP regional office ● Involve representatives in analysis of data (as part of MSVG meetings) and consistent public acknowledgement of PNP's contribution to CA to strengthen stakeholdership in the project ● Provide regular briefings to promote the use of conflict data and shape the PNP's understanding and response to conflict trends	
Media	- 13 national and local media outfits as data source - local, national and national media for dissemination of conflict data and analysis	● Provide access to archival data ● Engage Alert on data provision and analysis on emerging/hot topics on the Bangsamoro ● Local media representatives participate as members of MSVGs ● Utilize CA data and analysis to shape analysis on key events ● Attend media briefings and cover analysis and recommendations from CA data with key policy implications	● Maintain media networks through provision of timely and verified information and analysis through visits, updating meetings and briefings ● Harness early response potential of media; provide verified leads on critical incidents or trends that may lead to conflict flashpoints	Throughout project implementation

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Diplomatic community	- WB, DFAT, US, FCDO, EU, UN agencies, and other bilateral and multilateral agencies	● Utilize CA data and analysis as input to their programming and strategies in the Philippines, especially in the Bangsamoro ● Utilize CA data and analysis for reports, cables, and other briefs for both internal and external use on emerging issues and security flashpoints	● Provide regular thematic briefings; send briefing bulletins and security briefs ● Process demand-derived data and analysis upon request ● Invite to launchings of Conflict Alert reports and other fora or meetings	For dissemination of conflict data and analysis
Civil society	Peacebuilding and development practitioners	● Utilize CA data and analysis as input to their programming and strategies and policy advocacies especially in relation to key issues in the Bangsamoro	● Provide regular thematic briefings ● Identify other CSOs with similar positions on key issues and policy advocacies for collaborative efforts ● Invite to launchings of Conflict Alert reports and other fora or meetings	For dissemination of conflict data and analysis
Local community representatives (academe, security, media, traditional leaders, CSO)	Multi-stakeholder Validation Groups (MSVGs) - Lanao del Sur - BASULTA and Isabela City - Maguindanao and Cotabato city	● Validate incidents, provide more depth to reports lacking details, and add conflict incidents not covered by police or media reports ● Participate in orientations and other capacity development sessions as needed outside the MSVG meetings	● Conduct of one-on-one meetings to formally invite all handpicked individuals to the group to explain the project, its objectives, and the role of MSVGs ● Ensure representation of important sectors and emphasize how each one helps enrich discussions and analyses ● Ensure confidentiality of each one's membership to the group	Throughout project implementation

		- Discuss incidents and conflict trends to provide depth and nuance to analysis of the data - Provide input to shape Alert's advocacy messages and strategies for disseminations, including the identification of key issues or thematic areas to highlight both in CA reports and for communications and policy advocacy - Using CA data and analysis, become a policy advocacy platform on key issues relevant to each MSVG's geographical area to shape discussions, plans, and actions	- Provide logistical support for attendance to meetings and other activities - Involve MSVGs in analysis of data, development of advocacy messages, and identification of key emerging issues or conflict trends - Consistent acknowledgement and recognition of MSVGs' contributions to Conflict Alert	
● Vulnerable/Disadvantaged individuals and/or groups				
Local community representatives (indigenous peoples, women and youth)	Multi-stakeholder Validation Groups (MSVGs) - Lanao del Sur - BASULTA and Isabela City - Maguindanao and Cotabato city	- Validate incidents, provide more depth to reports lacking details, and add conflict incidents not covered by police or media reports - Participate in orientations and other capacity development sessions as needed outside the MSVG meetings	- Conduct of one-on-one meetings to formally invite all handpicked individuals to the group to explain the project, its objectives, and the role of MSVGs - Ensure representation of important sectors and emphasize how each one helps enrich discussions and analyses - Ensure confidentiality of each one's membership to the group	Throughout project implementation

		• Discuss incidents and conflict trends to provide depth and nuance to analysis of the data • Provide input to shape Alert's advocacy messages and strategies for disseminations, including the identification of key issues or thematic areas to highlight both in CA reports and for communications and policy advocacy • Using CA data and analysis, become a policy advocacy platform on key issues relevant to each MSVG's geographical area to shape discussions, plans, and actions	• Provide logistical support for attendance to meetings and other activities • Involve MSVGs in analysis of data, development of advocacy messages, and identification of key emerging issues or conflict trends • Consistent acknowledgement and recognition of MSVGs' contributions to Conflict Alert	
• Other Stakeholders				
General public		• Access CA report, data and analysis to learn more about issues in the BARMM	• Regularly share content with the public via multiple channels (e.g. social media accounts, CRC) • Present data and analyses in accessible and engaging formats such as multimedia materials	For dissemination of conflict data and analysis

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2.3 Strategies for Vulnerable/Disadvantaged Groups

Alert ensures that all actions and strategies employed by the project are inclusive and gender-sensitive, by strengthening project stakeholders' understanding of the causes and dynamics of violent conflict and the role that stakeholders can play in applying the analysis derived from the dataset to various issues that impact vulnerable sectors such as women, indigenous peoples, the youth, and the elderly. Across all project components, Alert employs inclusive engagement strategies, especially at the local level, to create an enabling environment for the meaningful participation of marginalized sectors. For example, the project ensures that there is a proportionate representation of women, the youth, IPs and other vulnerable groups in project activities. To facilitate their participation, all materials produced for project activities are in the local language, culture-sensitive and using accessible/user-friendly formats. Adequate notice is provided for each project activity and starts with an orientation on objectives to ensure that participants fully understand the extent of their participation, expected outputs and how these outputs will be used.

MSVGs membership is diverse and includes sectors directly affected by violence such as the elderly, indigenous peoples, women, youth, and displaced peoples. Members are bound by agreed terms of reference that guide the objectives of the collective and the principles that guide engagement. Members, equally so when it comes to vulnerable sectors such as women, youth, and indigenous peoples, openly express their views based on the mutual trust built among MSVG members., particularly on the determination of conflict causes and identifying conflict strings.

2.4 Methodology and corresponding stakeholder involvement

CA implementation, its methodology and process, has continuously been enhanced to maintain relevance vis a vis an evidence-based analysis of the dynamic peace-and conflict context of the Bangsamoro. This involved the introduction of new data-collection and validation strategies, and special thematic focus to respond to emerging issues or areas of concerns in the BARMM, such as recently on analyzing the interaction between COVID-19-related social unrest to multicausal conflict and exploring ways for the more comprehensive data collection on gender-based violence (GBV) in the BARMM region.[84]

CA has stringent methodology and quality control processes to ensure data integrity for data robust and credible analysis. The Project's emphasis in this project cycle will be on consolidating and documenting the process and lessons learned from the continuous refinement of CA's data quality control measures, both in the process flow and system architecture. With the expansion of the database, quality control has likewise evolved to accommodate new iterations and capabilities while ensuring data integrity and reliability.

I. Data collection, processing, and quality control

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[84] The current CA project has already done this by monitoring new tensions that plays into and affects existing conflict patterns, mainly caused by weaknesses in the response to the pandemic and quarantine as well as people's sense of vulnerability. As of May 1, 2020, it includes already over 300 COVID19 related reports in the database in addition to non-COVID19 related cases monitored in the BARMM.

The first stage of the process involves data harvesting from police incident reports from the regional and provincial offices of the Philippine National Police in the BARMM and media reports from 13 national and local newspapers. Data sorting and encoding are done by IAP and academic partners according to the geographical areas covered. Stringent quality control points are made at specific stages of the process flow, beginning with encoding and the determination of the cause or causes of the incidents according to details provided in the reports, guided by a codebook that defines and details the six main causes and 63 specific causes of violent conflict, and the geotagging of each incident according to the Philippine Standard Geographic Code (PSGC) of the Philippine Statistics Authority. Linking related incidents to determine conflict strings is done through a semi-automated filtering feature in the encoding platform, a quality control point after full encoding of incident details. Finally, duplicate entries are checked and voided, and a methodology for the second layer of quality control through a sampling process is done to ensure further encoding and conflict strings linking are accurate, and duplicates are filtered before data validation.

A data auditor does an external consistency check before commencing statistical analysis for the annual conflict alert report. The consistency check is followed by a final quality control check, scrutinizing the dataset to check for errors, including identifying sticky points in the process follow and recommended solutions for internal discussion within IAP and local academic partners.

The Multi-Stakeholder Validation Groups (MSVGs), by its name, is both data validation and an analysis process. The group consists of carefully selected local stakeholders from the academe, security sector, local government, youth, women and media from the three geographical clusterings of the project. Western Mindanao State University covers Zamboanga City and island provinces; Notre Dame covers Cotabato City, Maguindanao, and North Cotabato; Dansalan College covers Lanao del Sur. The key role of MSVGs is to review incidents in their geographic focus, identify causes of undetermined incidents, provide more details of the conflict incidents, identify related incidents and conflict strings, and add conflict incidents not reported to the police or by the media. The group discuss and analyse conflict trends in the period covered by the validation process. The groups meet once every 2 months and special meetings are conducted for major flashpoints. The meeting minutes with the updated incident reports will be uploaded into the database, as additional evidence. All incidents entered into the system have a corresponding document uploaded in the system. The full dataset is not accessible to the public and is protected by multiple and redundant digital and physical security layers.

II.   **Data management and analysis**

This is the back-end of the conflict monitoring system and is the sole responsibility of the IAP team in charge of ICT and data security. Data management entails strengthening quality control, data protection and security measures, and database maintenance to maintain the integrity of the dataset, ensure unhampered 24/7 operation of the system, and availability of CA platforms to respond to users' data needs. Quality control measures such as daily data reviews, weekly data audits, and monthly checks for accuracy and consistency of the dataset is likewise ensured. Statistical and GIS programs are regularly updated to ensure real-time generation of the datasets and the accurate georeferencing of incidents and production of interoperable maps that can be downloaded and shared, on different formats, by both online and offline users.

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Project activities in relation to dissemination will involve sharing of information to different stakeholders. To uphold confidentiality and the privacy of actors involved, all personal details are omitted in all briefing and presentation materials. Only the project team, academic partners and MSVG members will   have access to these information with strict protocols on data management and confidentiality in place.   For capacity development sessions with partners, materials such as relevant articles, lecture slides and other resources will be   shared   . Alert emphasizes ensuring that communication materials, knowledge products, and all other resources are in widely accessible formats to accommodate the needs of vulnerable/disadvantaged individuals and groups. More details   are provided in section 6 on Information Disclosure Strategy.

III.   Partnership, network strengthening, and capacity development

Focus will be on sustaining the gains from the previous project and further harnessing the role of academic partners as champions in promoting the use of Conflict Alert data in research, strategy development, and policy advocacy. As such, emphasis will be placed on enhancing and strengthening the capacity of partners to enable them to: (1) develop and strengthen thematic areas for research and programming that are strategic to their respective local contexts and further expand the applications of CA data, (2) parallel IAP's efforts to respond to local demand for CA data and analysis and broaden the reach of stakeholders targeted for the utilization of CA outputs, (3) promote the use of the CA methodology, data and analysis within and outside partners' respective universities, and (4) spearhead advocacy on relevant policies including by informing discussions using evidence-based analyses.

Partnership and capacity strengthening will thus help ensure that even beyond the project duration, academic partners are able to practice the rigor of evidence-based analysis for a variety of purposes and objectives. Capacity enhancement will be conducted through a combination of technical inputs and providing mentoring and accompaniment. These will cover topics specific to each partner's chosen thematic area, conflict analysis research methodologies, and the production of analytical and policy papers, for example, which are all relevant to the goal of promoting the use of CA data and resources.

The Multistakeholder Validation Groups (MSVG) led by partner academic institutions is in and of itself a sustainability mechanism. Its members have access to peace and order councils and other special bodies in their respective localities and can provide technical inputs and share good practices related to conflict monitoring and analysis to influence decision-making at the local level. Through partnerships, the MSVG's engagement will be relevant in the formulation of conflict-sensitive local development policies or plans and increased engagement with the local councils to facilitate common understanding on conflict monitoring and to improve access of key actors to knowledge from thematic reports and quarterly data reports.

IV.   Dissemination, outreach, expert advice and accompaniment

Activities under this component have been designed to maximize utilization of data for planning and policy development, including a combination of strategies such as the provision of technical advice and accompaniment, strategically engaging LGUs and other key actors to showcase how they can utilize CA data, and conducting regular thematic briefings, among others. The aim is two-fold – that is, to meet

current needs for data and analysis and to generate increased recognition and demand, especially among key stakeholders at the regional and national levels.

The proposed set of activities build on the gains achieved in the recently completed WB-funded *Conflict Monitoring and Land Resource Management for Marawi and BARMM Project* (2021) that engendered demand for the use of CA data and analysis and informed the work of local governments, organizations and individuals working on conflict and development issues, key civil society groups and other relevant stakeholders, including the diplomatic community and bilateral/multilateral agencies. Lessons learned from the previous project show that this area of work needs to be segmented into specific and cross-cutting conflict themes to elicit demand from specific sectors. For example, local governments and key agencies involved in social work, education, health, defense, and important sectors such as women and marginalized groups will continue to be prioritized in the provision of timely data and analysis to enable the deployment of early responses that prevent and/or counter violent flashpoints. This approach makes certain that CA is responsive, relevant, and inter-operable to a variety of needs, objectives, and purposes. The regular utilization of data and evidence-based analysis is fostered to inform the development of plans and policies across a wide range of key actors.

The provision of regular briefings, technical accompaniment, and additional capacity inputs to BARMM LGUs, national and regional agencies, relevant committees in Congress and Senate, including key political actors, security sector, diplomatic posts and multilateral agencies, local and international academic institutions, and project partners will be customized based on identified thematic areas and data needs.

The strategic advocacy and communication plan of the project will be anchored and sensitized to evolving conflict context. As such, the project will produce timely conflict analysis and promote to key stakeholders the utilization of panel data across purposes. Communication and advocacy strategies aim to facilitate broad stakeholder engagement, a nuanced understanding of conflict dynamics and its interaction with other causal dynamics that impact the BARMM's conflict to peace transition.

3. CA Implementing Team and Budget

An overall Project Management Committee (PMC) will be established to set direction and ensure effective implementation of activities. The Senior Programme Manager for Conflict Monitoring will ensure the smooth delivery of expected outputs within the agreed timeline as reflected in the workplan. She will also be the main proponent in implementing stakeholder engagement activities harnessing her long experience in doing community work, conducting multi-level outreach, and managing multistakeholder partnerships.

Monthly meetings involve the Senior Management Team in assessing project implementation. The agenda of these will include extensive discussion on stakeholder engagement as part of Alert's methods in ensuring conflict sensitivity and social inclusivity of Alert's projects. The monitoring of stakeholder engagement activities will be part of Alert's internal monitoring and evaluation processes. The Deputy Country Director takes charge of this aspect.

The project management team will gather and discuss comments and feedback, both written and verbal, and decide on the reporting method to the stakeholders. Feedback during meetings with

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academic partners and MSVGs will merit immediate discussion among the project team to give feedback at the soonest possible time. Alert considers this feedback valuable in improving the overall design and processes of the project towards achieving results.

The project implementation documents include matrices on assessment reports and sidesteps, project outcomes and impacts, and stakeholder engagement where feedbacks and other concerns are documented. A project operations manual will be developed for approval of the Bank and will guide the implementation of the project.

Project Implementing Team	Composition	Roles and Responsibilities
Project Management Committee (PMC)	● Country Director ● Senior Programme Manager for Conflict Monitoring ● Leads from academic partners	● Take responsibility for the strategic direction of the project and adjustments to strategies and approaches done according to changes in the local context and security scenario develop ● Manage effective relationships with local academic partners and explore potential collaboration with organisations, local governments, and key stakeholders working on similar issues ● Maintain relationships with senior-level stakeholders, and to develop and implement an advocacy strategy for the project. ● Meet on a quarterly basis throughout the project period to regularly review progress ● Submission of regular reports to the World Bank, according to the schedules identified in the workplan
Project implementation	● Senior Programme Manager for Conflict Monitoring ● Encoders ● Reviewers The project implementing team will be supported by Alert Senior Finance Officer, Bookkeeper, Security Officer, Analyst/Quantitative Specialist, ICT Manager, Senior Communications Officer, and researchers.	● Implement clear and accountable plans in line with programme objectives and strategies ● Work effectively in teams to achieve programme objectives ● Manage resources effectively in line with Alert's and donors' systems and processes ● Maintain effective relationships with partners: academic partners, PNP, MSVGs, subject matter experts ● Ensure the integrity of data generated by Alert's conflict monitoring systems by strengthening protocols for data gathering, validation, analysis, and quality control and implementing these across the conflict monitoring process flow and partner organizations.

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		● Provide coordination support to the development and publication of Conflict Alert 10-year book project ● Oversee development and implementation of capacity development, e.g., training, workshops, and technical inputs to partners and as requested by relevant agencies and organizations ● Ensure provision of timely and effective administrative, financial, technical, and ICT support
Monitoring and evaluation; quality control; data security; health and safety	● Country Director ● Deputy Country Director ● Senior Programme Manager for Conflict Monitoring ● ICT Manager ● Security Adviser	● Ensure that programme activities are implemented with due regard for plans, deadlines and quality, and are being monitored and evaluated to learn lessons about their effectiveness and impact; foster a culture that values and seeks to measure impact ● Gather critical information and provide security analyses of communities and areas of coverage and implement stringent security measures and protocols ● Ensure IAP team and partners receive appropriate briefings on security-related and health and safety protocols and monitor implementation and compliance thereof
Analysis and publications	● Senior Peace and Conflict Adviser ● Country Director ● Senior Programme Manager ● Communications ● Researchers ● Subject matter experts	● Develop research framework and methodology of the CA 10-year book project ● Bring together researchers and writers on various thematic focus and conduct regular work in progress and editorial meetings to a timeline ● Technical support on data generation in the development and production of thematic papers and analytical briefs and the presentation thereof to multiple stakeholders ● Conduct quality control measures on the writing and publication process ● Oversee publication, launch, and dissemination

In terms of budget allocation, the SEP implementation is an integral part of the whole projects thus the financial requirements will be drawn or integrated in Components 1 and 2. The engagement with the

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affected and vulnerable stakeholders would largely be integrated in budget allocation for Component 1 while the engagement with other stakeholders would be largely drawn from budget allocation for Component 2. Specific costing or budget allocation for SEP would be indicated in the detailed work and financial plan which will prepared upon effectiveness of the grant.

4. Beneficiaries

The project beneficiaries include legislators, relevant government agencies at national and regional levels, the diplomatic community, media, civil society, the security sector, LGUs, and the public.

- National government. CA data and analysis are useful input to national legislative bodies in the House of Representatives and Senate on key issues in the Bangsamoro including transition-induced violence, shadow economies, violent extremism, land management, and the Marawi rehabilitation, among others. Other relevant agencies can also peruse the data to anchor their programs and projects especially in the context of the Bangsamoro.

- Bangsamoro Transition Authority and BARMM ministries. Engagement with BARMM government is deemed important as the various codification (institutionalization) of the regional policies are still underway. Conflict data and analysis are critical inputs in crafting laws on land use and other key priority policy advocacies identified above.

- Local Government Units. LGUs can utilize CA data and analysis to inform local planning and policy development. For example, LGUs in Lanao del Sur and Maguindanao used conflict data to inform sector-specific economic planning and policymaking processes. In particular, to inform the substance of their Gender and Development Plan and identify strategies to address gender-based violence, which saw an uptick in numbers during the lockdown period.

- Development partners, academe, NGOs. Organizations pushing for relevant advocacies will benefit from CA outputs as a basis for their programs. Other groups from civil society and the academe, including the private sector, engaged and interested in database management will find CA outputs and methodology useful.

- Media. Media can use the data to showcase stories from the ground, focusing on how communities can formulate their own plans, identify mechanisms and push for local policies and programs towards sustainable local development of their localities. The project will engage media for the dissemination of advocacies that will come out of the CA book.

- Civil society/Community members. Select community members who are part of the MSVGs as "local experts" possess important knowledge on conflict dynamics and context-specific perspectives on their community situation and needs. Participation of women, youth, elders, and traditional leaders is given prominence to enable them to share information, sector-specific analysis on conflict dynamics and trends, surface recommendations, and correct information asymmetry on data and issues that impact them.

5. Information Disclosure Strategy

Various types of information will be disclosed in different formats to particular stakeholders throughout the project cycle and at differing frequencies. Of primary importance here is ensuring

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the confidentiality of actors involved in conflict incidents. In the CSV files produced, names are omitted from the details of incidents to protect the privacy of all parties. Only MSVG members have access to full details of conflict incidents as part of the validation process outside of CA project staff. Nevertheless, the list of incidents they are provided with during MSVG meetings is immediately collected to avoid leakage of sensitive and confidential information. Everyone is reminded of confidentiality protocols at the start of every meeting. Members of MSVGs are further permanent and have thus already imbibed the principle of Chatham House rules. MSVGs have been in existence for 8 years. An additional measure to safeguard confidentiality is ensuring that all project staff is bound by confidentiality agreements that cover all types of information they have access to from the project. All contracts of IAP staff, partners, MSVG members, and resource persons engaged in the project will include annexes on non-disclosure and confidentiality agreements and anti-bribery policy duly signed by the person and the head of office of Alert Philippines.

Project Stage	List of Information to be disclosed	Methods proposed	Locations	Target stakeholders	Responsibilities	Timeline
1. Data collection, processing, validation and quality control	Project briefs CA methodology CA initial data	Meetings (face-to-face/online) Emails	BARMM Metro Manila	PNP regional offices Academic partners MSVG members including from local communities	Senior Programme Manager Encoders and reviewers	Throughout project implementation
2. Data management and analysis	10-year data for CA book CA methodology manual	Work-in-progress meetings (face-to-face/online) Emails	BARMM Metro Manila	Academic partners Subject matter experts for data analysis	Project management committee Researchers and subject matter experts	$2^{nd} – 9^{th}$ month
3. CA book development	10-year data Analysis for thematic areas	Work-in-progress meetings (face-to-face/online) Emails	BARMM Metro Manila	Academic partners Subject matter experts for writing of select sections (e.g. discussion boxes)	Project management committee Pool of writers, subject matter	$1^{st} – 7^{th}$ month

					experts, and editor	
4.	Partnership, network strengthening and capacity development	CA data for MSVGs

Project briefs

MOAs

CA annual reports, thematic briefs and customized data presentations

Lecture materials on conflict and research methodologies for curriculum development | Meetings (face-to-face/online)

Emails

Webinars

Training workshops (face-to-face/online) | Cotabato City, Iligan City, Zamboanga City | Academic partners

Local community representatives (MSVG participants) | Country Director

Senior Programme Manager | Throughout project implementation |
| 5. | Outreach, briefings, expert advice and accompaniment | Customized materials for targeted briefings

CA annual reports and thematic briefs | Access through CA website and social media platforms

Webinars

Briefings/Meetings (face-to-face/online)

Emails | BARMM

Metro Manila

Rest of the Philippines | PNP

Local, regional and national levels

Diplomatic communities

Media | Senior Programme Manager

Advocacy and Communications Team | Throughout project implementation |
| 6. | Communications and dissemination | CA book on 10-year data

CA data and analysis (videos, | Book launch and presentation | BARMM

Metro Manila | PNP

Diplomatic communities

Media | Senior Programme Manager

Advocacy and | 2nd – last month |

| | infographics, and other multimedia materials)

Press releases

Quarterly media releases | Press briefings

Access through CA website and social media platforms

Webinars

Briefings/Meetings (face-to-face/online)

Emails | Rest of the Philippines | Local, regional and national levels | Communications Team | |

6. Grievance Mechanism

International Alert has a policy of zero tolerance to abuse and will endeavor to prevent and stop abuse from happening. We have a duty of care to protect anyone, especially our beneficiaries, who comes into contact with our work from any form of abuse. The project will institute a grievance mechanism through which beneficiaries and stakeholders can anonymously raise concerns and issues related to the project implementation. For clarity, a grievance is defined here as an individual or individuals bringing to Alert's (management's) attention concerns or complaints about the project implementation process and/or actions of project staff and partners in the course of implementing a project activity that caused offense or deemed abusive. Alert's safeguarding policy (*refer to Annex A*) will be adapted to the specificities of the project, particularly with regards -

- Ensuring Alert provides a safe and trusted environment that safeguards anyone with who Alert has contact.
- Ensuring that safeguarding policies, procedures and measures are understood by all staff, partners, and beneficiaries.
- Promoting an organizational culture that prioritizes safeguarding and makes it safe for those affected (directly or indirectly) to report incidents and concerns with the assurance that they will be handled sensitively and properly.
- Providing clarity on how incidents and allegations will be handled, should they arise; and
- Reflecting our obligations to our donors that support our work, as well as the laws of the countries in which we work.

The grievance mechanism is initiated when a project-related concern is raised through project partners Dansalan College Foundation, Western Mindanao State University, and Notre Dame University informally or verbally during the project implementation. Individuals or groups who wish to raise a concern/s may email, call, or relay in person through any of these academic institutions. The academic partner will forward the concern to the Senior Programme Manager for Conflict Monitoring as the designated project lead. Informal dialogue will be arranged by the Senior Programme Manager to

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understand the nature and extent of the grievance and to find out the outcome that the complainant is looking for. The Senior Programme Manager will endeavor to develop an immediate appropriate resolution with the complainant during this dialogue.

If the grievance is not resolved informally, the complainant will be asked to detail the grievance in writing to commence a formal process. This document will be forwarded to the Project Management Committee to arrange a formal meeting with the complainant. A documenter will be engaged to take minutes of the formal meeting where the grievance will be discussed in detail and the aggrieved party will declare his or her recommendations for redress. If deemed necessary, an investigation may take place before and/or after the grievance meeting. A decision will be provided to the complainant in writing within five working days from the day of the formal meeting.

All staff involved will work confidentially and not discuss the case with anyone outside of the grievance process.

6.1 Appeals

If the grievance has not been resolved to the complainant's satisfaction, they may appeal in writing, stating their full grounds of appeal. This letter should be sent to Alert Philippines Country Director within five working days of the date the decision was sent or given to the complainant. The complainant will be asked to come to a meeting as soon as possible at a reasonable time and location for their appeal to be heard. A written decision on the appeal within five working days will be given. If it is impossible to respond within this time period, the complainant will be informed when a response is expected.

Suppose the complainant is still not satisfied with the outcome of their concern, they can ask for the grievance to be considered by Alert's Regional Manager for Asia and the Middle East and North Africa (MENA). The complainant should put their appeal in writing, explaining the outcome of the previous appeal and what they are still concerned about. The Regional Director will provide a written decision on the appeal within five working days upon receiving the letter. The Regional Manager's decision is final, and there can be no further appeals after this.

6.2 Records

Records will be kept detailing the nature of the grievance raised, the response, all actions taken and the reasons for these. These records will be kept confidential and stored under the Data Protection Act of 1998, and in compliance with the General Data Protection Regulations introduced in May 2018, which requires the release of certain data to individuals involved at their request. Copies of any meeting records will be given to the complainant. The Senior Programme Manager will ensure that records are made and passed to Alert's Human Resource Department.

6.3 Contact information

Area of coverage: Lanao del Sur
Dr. Fedelinda Tawagon
Office of the President
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Area of coverage: Maguindanao, Cotabato City, North Cotabato
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7. **Project Timeline**

Components and Activities	1	2	3	4	5	6	7	8	9
Component 1: Conflict Alert									
1.1 Gathering, sorting, encoding and review process	▓	▓	▓	▓	▓	▓	▓	▓	▓
1.2 Monthly quality control and data consistency checks	▓	▓	▓	▓	▓	▓	▓	▓	▓
1.3 Data consolidation and development of presentation materials for validation meeting		▓			▓			▓	
1.4 Quarterly data validation meetings of MSVG and updating of incidents in the database			▓			▓			▓
1.5 Audit of the data management platforms and process flow	▓	▓	▓						

Activity									
1.6 Development and production of CA manual on the process flow, quality control measures, system architecture and CRC			X	X	X				
1.7 Complete quality control and consistency check of 2011-2020 data	X	X							
1.8 Development of thematic CSVs for quantitative and spatial analysis in preparation for the 10-year report		X							
1.9 Establishment of the book project team for the design and outline, identification of chapters and writers, and setting up of experts group		X							
1.10 Work-in-progress and editorial meetings on overall framework, chapter outlines and methodologies, timelines, progress updates and editorial review	X	X	X	X	X	X			
1.11 Field research and analysis of chapter writers		X	X	X	X				
1.12 Production and publication of CA book (writing, copyediting, layout and printing)			X	X	X	X			
1.13 Series of discussion on partnership agreements, capacity building and advocacy work with academic partners	X								
1.14 Conduct of capacity building for academic and key institutional partners		X		X			X		
1.15 Technical advice and accompaniment on curriculum development, data analysis and policy formulation	X	X	X	X	X	X	X	X	X
Component 2: Analysis and Dissemination for Increased Demand and Usage of Data									
2.1 Develop customized materials for briefings, presentations, and technical advice for the key stakeholders		X			X		X		
2.2 Accompaniment, technical advice, and capacity inputs to partner LGUs, relevant line agencies, and other stakeholders	X	X	X	X	X	X	X	X	X
2.3 Technical support and input to relevant WB units			X		X				X
2.7 Roll out communications plan for dissemination of knowledge products and CA book key highlights						X	X	X	X
2.8 Production and dissemination of information videos, infographics and other multimedia materials	X	X	X	X	X	X	X	X	X

Activity									
2.9 Quarterly media briefings on analytical and thematic reports			▓			▓			▓
2.10 Maintenance of Conflict Resource Center to promote access to CA data analysis, thematic maps and other relevant knowledge products	▓	▓	▓	▓	▓	▓	▓	▓	▓
Component 3: Project Management									
3.1 Inception and regular meetings with key stakeholders, including updating with project partners, the World Bank	▓				▓				▓
3.2 Mid-term report (narrative and financial)									
3.3 Completion report (narrative and financial)									
3.4 External financial audit									
3.5 Regular security and risk assessment	▓	▓	▓	▓	▓	▓	▓	▓	▓
3.6 Regular updating meetings with key stakeholders	▓		▓		▓		▓		▓
3.7 Regular meetings for updating and learning sessions with partner academic institutions	▓			▓			▓		
3.8 Implementation of health and safety protocols (Covid, disaster, security)	▓	▓	▓	▓	▓	▓	▓	▓	▓
Component 4: Implementation Support and Learning Session – c/o WB									
4.1 Preparation and approval of internal project documents	▓								
4.2 Conduct of ISMs and ongoing guidance to IAP									
4.3 Submission of internal project closure documents									
4.4 Conduct of internal sessions to share the experience and learnings from CA									