

**PHILIPPINES-AUSTRALIA LAND
ADMINISTRATION AND MANAGEMENT PROJECT**

**Prototype Implementation Office 1
Province of Leyte**

**THE ONE-STOP SHOP
MANAGEMENT PLAN**

November 2004

REPORT C55



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TABLE OF CONTENTS

1. INTRODUCTION	1
1.1 The Land Administration and Management Project	1
1.2 Prototype Implementation Office 1	1
1.3 The One-Stop Shop	2
1.4 A Situational Analysis of the One-Stop Shop	3
1.5 The Need for an OSS Management Plan	3
2. MANAGEMENT PLAN	8
2.1 The OSS Vision and Mission Statements	8
2.2 OSS Main Services	9
2.2.1 Public Assistance Frontline Services	
2.2.2 Surveys Verification and Review	
2.2.3 Cadastral Index Maps and Database Updating	
2.2.4 PLA Processing, Approval of Surveys and Patents	
2.2.5 Land Registration and Land Records Management	
2.2.6 Land Tax Information, Assessment and Processing	
2.2.7 Agrarian Reform Information Services	
2.3 The Organizational Structure	11
2.3.1 Organizational Structure of the LAMP PIO 1	11
2.3.2 The One-Stop Shop Unit	11
2.3.3 The Functional Organizational Chart of the OSS	12
2.3.4 The Organizational Structure of the OSS	12
2.3.5 The Proposed Organizational Structure of the OSS	13
2.3.6 Linkages Among Agencies in the OSS	13
2.4 Organizational Arrangements	19
2.4.1 Roles and Responsibilities of Participating Agencies	19
2.4.2 Provision of Resources	21
2.5 Strategic Directions	22
2.5.1 Institutional Collaboration	
2.5.2 OSS Management	
2.5.3 Systems and Procedures	
2.5.4 Records Management	
2.5.5 Land Tax Administration	
2.5.6 Information, Communication and Advocacy	
2.5.7 Human Resource Development	
2.5.8 Support Services	
3. OSS Work Plan 2005	24
4. Next Steps	33

THE ONE-STOP SHOP MANAGEMENT PLAN FOR 2005

1. INTRODUCTION

The Land Administration and Management (LAM) Program is a long-term commitment of the Philippine government to alleviate poverty and enhance economic growth by improving the security of land tenure and fostering efficient land markets in rural and urban areas. The Program aims to achieve this through the development of an efficient system of land titling and administration, which is based on clear, transparent, coherent, consistent and gender-responsive policies and laws, and is supported by an appropriate institutional structure. It was designed to address the structural constraints facing the sector that have contributed to less than optimal performance of the economy, weakened its potential contribution to reducing poverty and sustainable use of land and other natural resources.

1.1 The Land Administration and Management Project

The Land Administration and Management Project (LAMP) being implemented by the Philippine government within the period 2001-2004 was designed towards addressing the institutional and legal problems in land administration. Its main objectives were to assess the viability of the LAM Program and to formalize the institutional arrangements needed to support a more effective land administration system. Utilizing the learning and innovation approach, LAMP tested alternative approaches to accelerated programs designed to improve the protection of rights to land, eliminate fake titles, and introduce a framework for an equitable system of land valuation.

In order to test alternative approaches in implementing institutional arrangements and processes, two prototype areas were selected. Prototype 1 implements LAMP in the Province of Leyte whereby improved approaches for large scale land titling and registration and associated institutional and administrative arrangements are developed and tested. Prototype 2 in Quezon City develops and tests systems, procedures and associated institutional and administrative arrangements for improved land information management that will allow access to land records information and services.

1.2 LAMP Prototype 1

Prototype 1 deals on Land Titling and Administration at the provincial level. It is designed to establish a comprehensive, complete, community-accepted, secure, and sustainable land administration system by integrating the operations of several agencies in several Leyte municipalities and supported by simplified and streamlined procedures. It seeks to improve the efficiency of judicial titling and

the different administrative means to secure a title, and accelerate the registration and issuance of titles.

It is being implemented in six municipalities in Leyte (Alang-alang, Dagami, Palo, Pastrana, San Miguel, and Santa Fe) by the Department of Environment and Natural Resources (DENR), with significant inputs from the Department of Agrarian Reform (DAR), Land Registration Authority (LRA) / Register of Deeds (ROD) and local government units.

The land titling and administration activities in the province aim to achieve the following:

- Provide security of tenure through a time efficient, cost-effective and community-accepted titling system.
- Eliminate duplicate titles and increase public confidence in the land administration system through the integration of the Cadastral Index Map and Database at the Register of Deeds.
- Improve and streamline service to the public by establishing the One-Stop Shop (OSS), by integrating the operations of different agencies involved in land titling.
- Contribute to the elimination of poverty by providing linkages and access of government and private services to the community for the improvement of their land.
- Improve records management through integration of subdivision approval in one agency.

LAMP I is a learning and innovation phase designed to review existing titling processes and to recommend improvements to the present systems and procedures. The purpose is to evaluate the existing situation before embarking on implementing a long-term land titling project, and to highlight barriers in the legal and policy framework, in institutional arrangements and at the procedural level. In the process, new approaches are tested, evaluated and documented.

One of the institutional approaches being tested in Prototype 1 is the One-Stop Shop. The OSS focuses on improved service delivery and improved records management.

1.3 The One-Stop Shop

The One-Stop Shop is an institutional collaboration of government agencies involved in land administration and management that is supported by simplified and streamlined systems and procedures in a common location with an improved customer oriented environment.

The One-Stop Shop is an office that brings together in one location the relevant government agencies providing customer-related land administration services. It aims to provide improved customer service, initially by co-locating agencies providing land services, and in the longer term by integrating functions and

streamlining services. The OSS is established through co-location and coordination rather than by legislative mandate.

The concerned agencies – DENR, DAR, ROD, and BIR – are provided a structure that will enable the relevant land administration procedures to be developed into an efficient system. These are the public land application processing activities of the CENRO, the approval actions of the PENRO, the title and transactions registration of the ROD, the land reform and community development activities of the DAR, and the land tax administration and information activities of the BIR.

As the operations are refined, the OSS may be expanded to include as many land related services as are viable (e.g. issuance of CAR, certified copies of tax declaration, etc.) The expectation for OSS operations is that it will be a phased approach. Initially there is co-location, followed by partial merger, and progressively, more functionality will be added.

1.4 A Situational Analysis of the One-Stop Shop

Table 1 details an analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) to the OSS.

1.5 The Need for an OSS Management Plan

The learning and innovation approach of LAMP I is about to end by 31 December 2004. The establishment and operations of the One-Stop Shop in the Province of Leyte has brought the participating agencies together in one location, and collaborating in an effort to facilitate the processing of different land transactions for the benefit of the general public being served.

The two and a half years that the OSS has been operating since its launching in July 2002 has brought about considerable improvements in systems and procedures, such as the acceptance of clients at the merged counter, the processing of various land transactions, the production and updating of CIM and database records, and in the development of information materials. All of these innovations result to the convenience of the clientele. Gradually, the people of Leyte have known the existence of the OSS and the services it offers to them. They are now patronizing continuously the OSS. Hence, there is a great demand to continue its operations.

With all its organizational strengths and weaknesses, the OSS will stay. But recognizing its limitations, there is still a wide area for its improvement and full development. With the end of the learning and innovation phase for the OSS, the time has come to place the OSS at the mainstream of land administration and management. It is but proper and sound management practice to formulate a Management Plan for the Development and Operations of the One-Stop Shop in the Province of Leyte.

Table 1. SITUATIONAL ANALYSIS OF THE ONE-STOP SHOP

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>FUNDS</p> <ul style="list-style-type: none"> • Adequate funds is available to date to continue OSS operations 	<ul style="list-style-type: none"> • OSS merged operations is functioning with partner agencies operating on separate budgets and resources. 	<ul style="list-style-type: none"> • Willingness of funding agencies (World Bank & AusAID) for LAMP II implementation that includes OSS operations 	<ul style="list-style-type: none"> • LAMP II budget uncertainty cause negative impact on OSS counter staff, operations, and automation • Non-availability of GOP counterpart funds LAMP II
<p>AGENCIES</p> <ul style="list-style-type: none"> • Cohesive and active Local Advisory Group (LAG) members • Strengthened collaboration and active participation of OSS partner agencies • Assignment of representatives from partner agencies into the Front Desk • Strong support of LGUs • Willingness of partners to change • Agreements on certain operations policy 	<ul style="list-style-type: none"> • OSS organized without legislative mandate • Absence of a single “authority” in the OSS to require compliance of agreements, to act on specific agency responsibilities and integrate complete actions • No unity in the supervision of the OSS front desk actions due to lack of legal mandate • Area of functional responsibilities by participating agencies not fully convergent • Commitment, but not sure what to commit • Inter-agency functions not properly linked • Lack of support from other agencies • Agencies are protecting their own turf 	<ul style="list-style-type: none"> • LARA Bill refiled and being studied at both houses (Congress and Senate) • Pres. Gloria Macapagal-Arroyo’s pronouncement during her 2003 State of the Nation Address that the LAMP is one of her priorities assures national commitment to the project • Strong support from different sectors for the extension and expansion of LAMP 	<ul style="list-style-type: none"> • Final agreement between partner agencies will not be forged to pursue continuance of OSS operations / non-issuance of MOA among agencies • Managers may not agree on role of OSS • CENRO/PENRO may be unwilling to assume quality control role in land transactions processing • Negative political influence

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>SYSTEMS/ PROCEDURES</p> <ul style="list-style-type: none"> • Initial OSS systems and procedures developed and operational • Learning and innovation approach provides the avenue for identifying strengths and weaknesses/ roadblocks in implementation, hence remedial measures are instituted • OSS meetings/ workshops conducted provided the opportunity to develop and discuss systems and procedures 	<ul style="list-style-type: none"> • Non-clarity of OSS services in terms of information to be disseminated and also the mechanism to disseminate • Front desk staff has no definite action-response for services unrelated to land administration functions • Lack of OSS management plan • Can improve service delivery if ROD/CENRO issue detailed explanatory material on how to register, what evidence to collect, fees to pay, etc. (transparent). • Potential to register more transactions on same day if counter clerks have checklist. 	<ul style="list-style-type: none"> • Potential for a unified land administration service with a possible LAA • Unification of land laws • Learnings and innovations from LAMP I • Training can improve service delivery. • Opportunity to facilitate land transactions with efficiency and low cost with less red tape etc. 	<ul style="list-style-type: none"> • Systems and procedures tested may not be continued/ adopted by designated agency if there is no more LAMP.
<p>RECORDS MANAGEMENT</p> <ul style="list-style-type: none"> • Accessibility to land records through the OSS • Development of Land Records Database and Cadastral Index Maps • Development of Document Tracking System 	<ul style="list-style-type: none"> • Lack of access to Assessor records especially on Tax Declarations • Land documents not yet registered are not accessible to counter staff (kept in table drawers of staff); not transparent. • Document tracking system needs further improvement 	<ul style="list-style-type: none"> • Integrated CIM into ROD; more efficient index for retrieval of data and registration. • Possibility of Provincial Assessor data/ record on-line with OSS database will provide up-to-date tax declaration information 	<ul style="list-style-type: none"> • ROD personnel holding office at the records vault threatens security of land title documents • Damage to automation hardware holding/ containing database and CIM record files

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> • Weak record servicing capacity • Different data reference in relation to land records of different agencies • Incomplete data information for some municipalities • Incompatible software programs slows data integration 	<ul style="list-style-type: none"> • Potential to expand automation DB, GIS etc; this can expand client base to tax authorities, etc. • Application of improved systems and procedures and technologies in records management servicing • Full automation of DTS and Land Records • Full utilization of CIMs in the registration process 	
<p>CO-LOCATION</p> <ul style="list-style-type: none"> • Improving service delivery through co-location • Co-location of partner agencies in one bldg. 	<ul style="list-style-type: none"> • Purpose of co-location not clear to all participating agencies 		
<p>FACILITIES/EQUIPMENT</p> <ul style="list-style-type: none"> • Availability of OSS Building • Availability of equipment and facilities 	<ul style="list-style-type: none"> • Limited space in the OSS building • Building layout allows clients to go directly to partner agencies instead of passing through the Front Desk • Front desk location not conducive to direct transactions 		
<p>TECHNICAL ASSISTANCE</p> <ul style="list-style-type: none"> • Seasoned technical advisers 			

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>PERSONNEL</p> <ul style="list-style-type: none"> • Assignment of inter-agency staff • Positive attitude of core staff at the Front Desk 	<ul style="list-style-type: none"> • Staff not fully oriented on the purpose of the OSS • Counter clerks need detailed, intensive knowledge of CENRO/ROD/BIR/ Assessor procedures and regulations • Orientation of OSS Staff delayed for two (2) years • No complete/ comprehensive orientation of roles and functions for all staff of the participating agencies • Counter development work ethics • Incomplete complementation of necessary staff and personnel 		<ul style="list-style-type: none"> • Contractual staff signing important documents then leaving project (security of tenure) • Ineffective heads to supervise LAMP II • Loss of competent personnel due to the uncertainty of LAMP II • Uncertain security of tenure of personnel • Threat to detailed personnel for not being promoted in his/her mother unit
<p>CLIENTS</p> <ul style="list-style-type: none"> • Acceptance of the clientele of the OSS concept 	<ul style="list-style-type: none"> • Different client groups: ROD - 43 municipalities; CENRO - 20 municipalities and city 		
			<p>PROJECT</p> <ul style="list-style-type: none"> • Expiration of LAMP I • No LAMP II • Gap to LAMP II

2. MANAGEMENT PLAN

2.1 The OSS Vision and Mission Statements

VISION

A land administration and management institutional collaboration of participating agencies which provides accessible, transparent, cost-effective, gender sensitive and client-oriented services through simplified, streamlined and automated systems and procedures.

MISSION

The One Stop Shop integrates the following services in a single location:

- 1. Offers land titling and registration services, streamlined survey approval and land tax administration;**
- 2. Establishes effective land records management information system;**
- 3. Provides access to land records;**
- 4. Streamlines land and document registration system and procedures to minimize cost to the client;**
- 5. Establishes linkages between and among partner agencies to improve delivery of services to the public;**
- 6. Assists LGUs in identifying and implementing post-titling activities;**
- 7. Serves as a training and research center for land related studies.**

2.2 OSS Main Services

The following are the main services that are offered by the participating agencies that are operating in the OSS.

2.2.1 Public Assistance Frontline Services

- Provision of general information and frontline services to walk-in clients and phone callers
- Referrals of land-related transactions to appropriate agency desk officers
- Land transaction tracking services

2.2.2 Surveys Verification and Review

- Verification and review of survey map and plan prior to approval of surveys

2.2.3 Cadastral Index Maps and Database Updating

- Updating of the Cadastral Index Maps and Database

2.2.4 PLA Processing, Approval of Surveys and Patents

- Processing of public land applications (PLA)
- Records management of PLAs
- Issuance of survey authority
- Collection of payment of cadastral costs and application fees
- Confirmation and approval of appraisals and patents
- Verification of surveys
- Approval of survey returns

2.2.5 Land Registration and Land Records Management

- Registration of Patents and CLOAs
- Registration of transactions for titled and untitled lands
- Maintenance of all land transaction records
- Provision of access to records necessary in the LAM Project implementation
- Assistance in the preparation and verification of the Decrees and OCT upon order by the Court

2.2.6 Land Tax Information, Assessment and Processing

- Provision of information on requirements and procedures for land-related taxes
- Provision of initial tax computation based on the documents presented by the taxpayer
- Referral of tax payment to authorized banks or collection agents
- Verification of documents and payments
- Issuance of Certificate Authorizing Registration (CAR)

2.2.7 Agrarian Reform Information Services

- Provision of information on CARP operations and agrarian reform concerns

2.3 The Organizational Structure

2.3.1 Organizational Structure of the LAMP Prototype Implementation Office 1

The LAMP Inter-Agency Coordinating Committee (IACC), through the Project Management Office (PMO), provides overall guidance in the implementation of the Project. It is responsible for strategic direction and policy approval for the Project. (See Figure 1).

The PMO provides the day-to-day management and control essential to ensuring the delivery of the outputs required from the Project components, including Prototype 1. It is headed by an Executive Director.

The PIO 1 for the Province of Leyte is headed by the Prototype Manager (PM) who performs the functions of Prototype management and coordination. He reports directly to the Project Management Office of the LAM Project for overall direction and Project support. He is assisted by the Deputy Prototype Manager.

A Local Advisory Group (LAG) composed of representatives from concerned agencies, local government units (LGUs), business/professional groups, people's organizations (POs), non-government organizations (NGOs) and other stakeholders and interest groups was created to provide a vehicle for integrating and coordinating the administration and management of particular agency activities and the activities under the Prototype. The LAG ensures support for Project activities by local offices of IACC member agencies. The Provincial Governor of the Province of Leyte serves as Chair of the LAG and ensures that the LAG performs its functions. The Vice Chair of the LAG is the Prototype Manager.

The Office of the Prototype Manager supervises over three management units, namely: Planning and Coordination Unit, Monitoring and Evaluation Unit, and Support Services Unit. Likewise, there are three operations units: Cadastral Index Mapping Unit, Surveys Unit, Social Development Unit. The Systematic Adjudication Teams and the One-Stop Shop are the two line units of the PIO 1.

2.3.2 The One-Stop Shop Unit

The OSS is a line unit in the organizational structure of the PIO 1. It functions as a public assistance office for land-related transactions. It is manned by personnel from PIO 1, DENR CENRO, ROD, DAR, and BIR through a collaborative agreement of the agencies who are members of the Local Advisory Group (LAG). The OSS directly serves the client/customer through the front desk personnel who attends to incoming clients to the OSS.

The OSS is under the management and coordination of the Prototype Manager. Direct supervision over the OSS is delegated to the Deputy Prototype Manager.

The Management units of the PIO 1 provide the administrative, financial and management support to the OSS from the construction of the OSS Building to the provision of office furniture, equipment, supplies and materials and the human resources for the smooth functioning of the OSS. This is provided by the Support Services Unit, the Planning and Coordination Unit, and the Monitoring and Evaluation Unit.

On the other hand, the Operations Units provide the technical support and assistance necessary for the operations of the OSS. These are the Cadastral Index Mapping Unit, the Surveys Unit, and the Social Development Unit.

2.3.3 The Functional Organizational Chart of the One-Stop Shop

Based from the different roles and responsibilities of the OSS partner agencies, Figure 2 illustrates the Functional Organizational Chart of the OSS. The chart includes the PIO 1, DENR, DAR, ROD and BIR. Their respective functions in the OSS are shown.

2.3.4 The Organizational Structure of the One-Stop Shop

The unique feature of the Organizational Structure of the OSS is illustrated in Figure 3. The personnel of the different agencies are co-located in a single station called the OSS with working relationships and linkages and yet institutionally independent from each other. This peculiar relationship of personnel working together in the OSS but responsible to his/her mother agency creates confusion and difficulty in coordinating and orchestrating the activities of the OSS. The line of authority in the OSS is absent. Much as the Prototype Manager exerts effort in accomplishing the objectives relative to the OSS, he cannot compel the other agency heads to follow his authority. He has no management control over the personnel and functions of the other agencies. He merely relies on proper coordination and motivation to achieve the merits of OSS performance.

Of the five agencies in the OSS, the PIO 1, CENRO and ROD offices are officially based at the OSS Building. However, the DAR and BIR offices are not based at the OSS.

For the agrarian reform services to be made available for clients at the OSS, a DAR employee who has been detailed at the ROD answers agrarian reform queries at the OSS.

BIR concerns at the OSS is served by a BIR Examiner/Officer who comes to the OSS office on schedule.

Constrained by existing legal frameworks, the BIR and DAR services for OSS clients are currently limited to information dissemination and counseling at the Front Desk.

2.3.5 The Proposed Organizational Structure of the One-Stop Shop

A Proposed Organizational Structure of the OSS is shown in Figure 5.

The absence of an authority figure that is clothed with legal mandate in the existing OSS structure creates difficulty in coordinating and managing the day-to-day operations of the OSS. Although the Prototype Manager or his Deputy is designated as the statutory head of the OSS, his/her authority rests only on the PIO 1 personnel assigned in the OSS. He/she has no direct authority over the heads and personnel of the operating agencies in the OSS, such as the CENRO and the Registry of Deeds. They are directly responsible and reporting to their mother units.

To mitigate this organizational dilemma, it is proposed that a person be formally appointed who has a legal personality to act as OSS Manager or Coordinator and vested with authority to oversee and coordinate the operations of the partner agencies in the OSS. He/She shall be appointed or designated by central project authority or the Inter-Agency Coordinating Committee and is agreed upon between/among the heads of agencies at the national level. The specific duties and responsibilities of the OSS Manager shall be defined and clarified with the local heads of agencies.

The mechanism and procedure for designating the OSS Manager/Coordinator shall be a priority activity in this Management Plan.

An option to the appointment of an authority to the OSS is the creation of a Local Coordinating Committee that will serve as an oversight committee that will provide direction and supervision over the participating agencies in the OSS.

2.3.6 Linkages Among Agencies in the One-Stop Shop

Figure 5 shows the Flowchart of Land Transactions in the OSS.

The Client, as s/he enters the OSS Office, shall first be attended by the Public Assistance service of the Front Desk Clerk or Officer. Depending on the nature of the client's transaction, s/he will be referred to the officer/staff of the pertinent agency or unit in the OSS – CENRO, ROD, DAR, BIR, Surveys, or CIM Unit. The transaction undergoes processing with the staff and officers of the office it is referred to for some time.

In the case of transactions referred to the ROD, most transactions could be completed within a day such that the completed documents are released to the Client through the front desk.

For CENRO transactions, inquiries can be accomplished within a day and the Client is responded. However, when the transaction undergoes processing such as the PLA, the documents go to the PENRO's approval, and the resulting patent is forwarded to the ROD for registration. The ROD is responsible for the release of the patent to the Client.

Figure 1.
ORGANIZATIONAL STRUCTURE OF THE
LAMP PROTOTYPE IMPLEMENTATION OFFICE 1

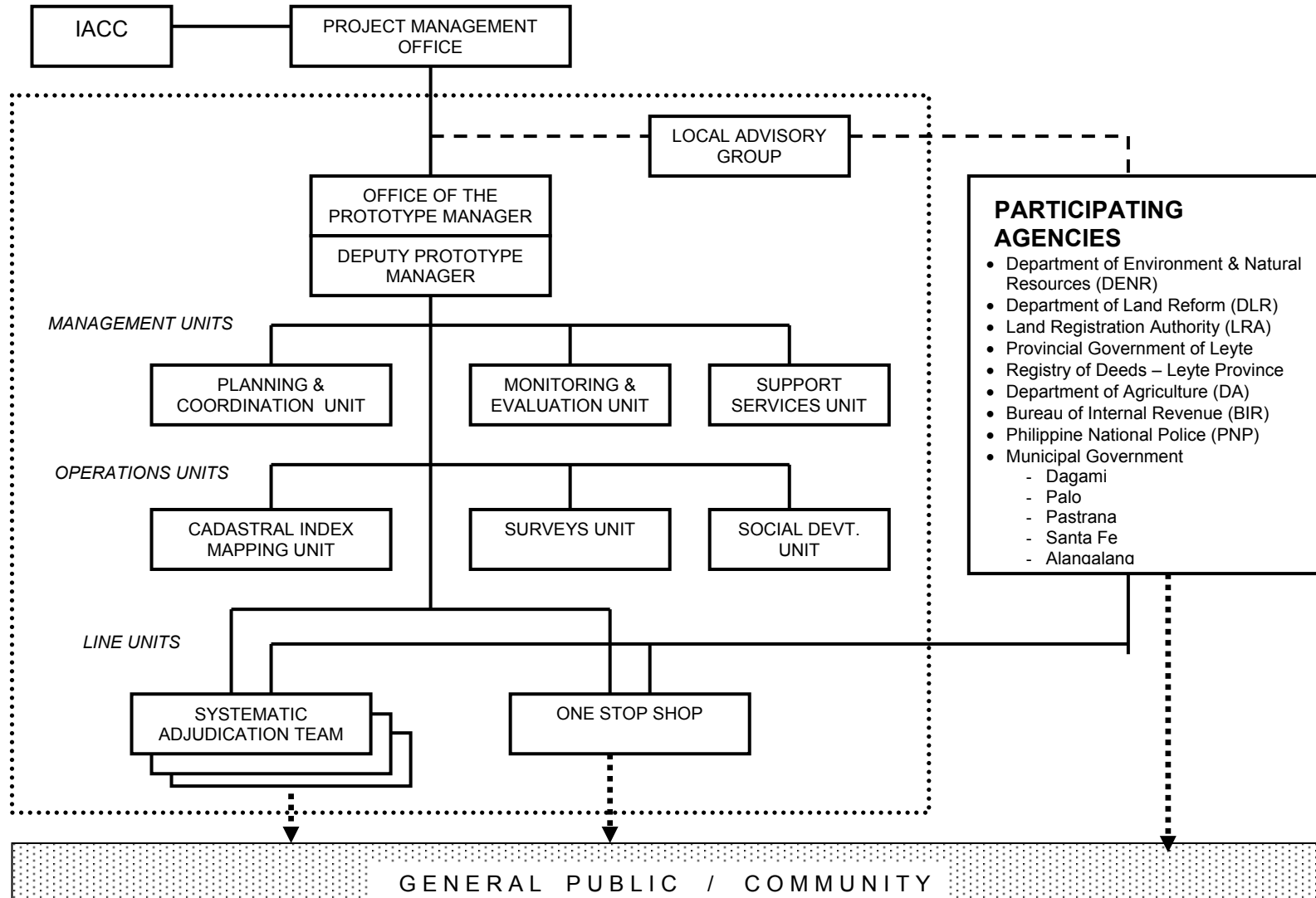
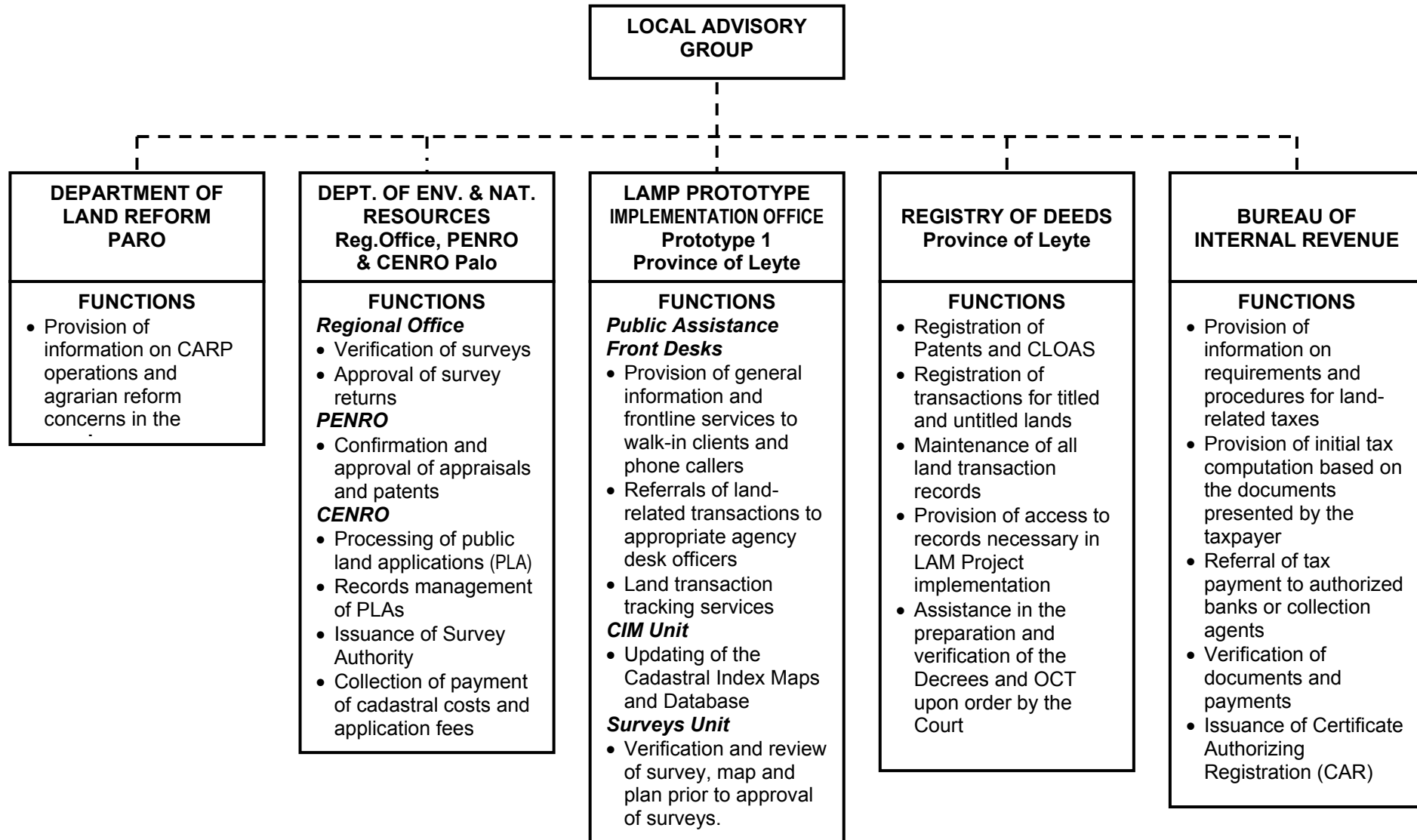
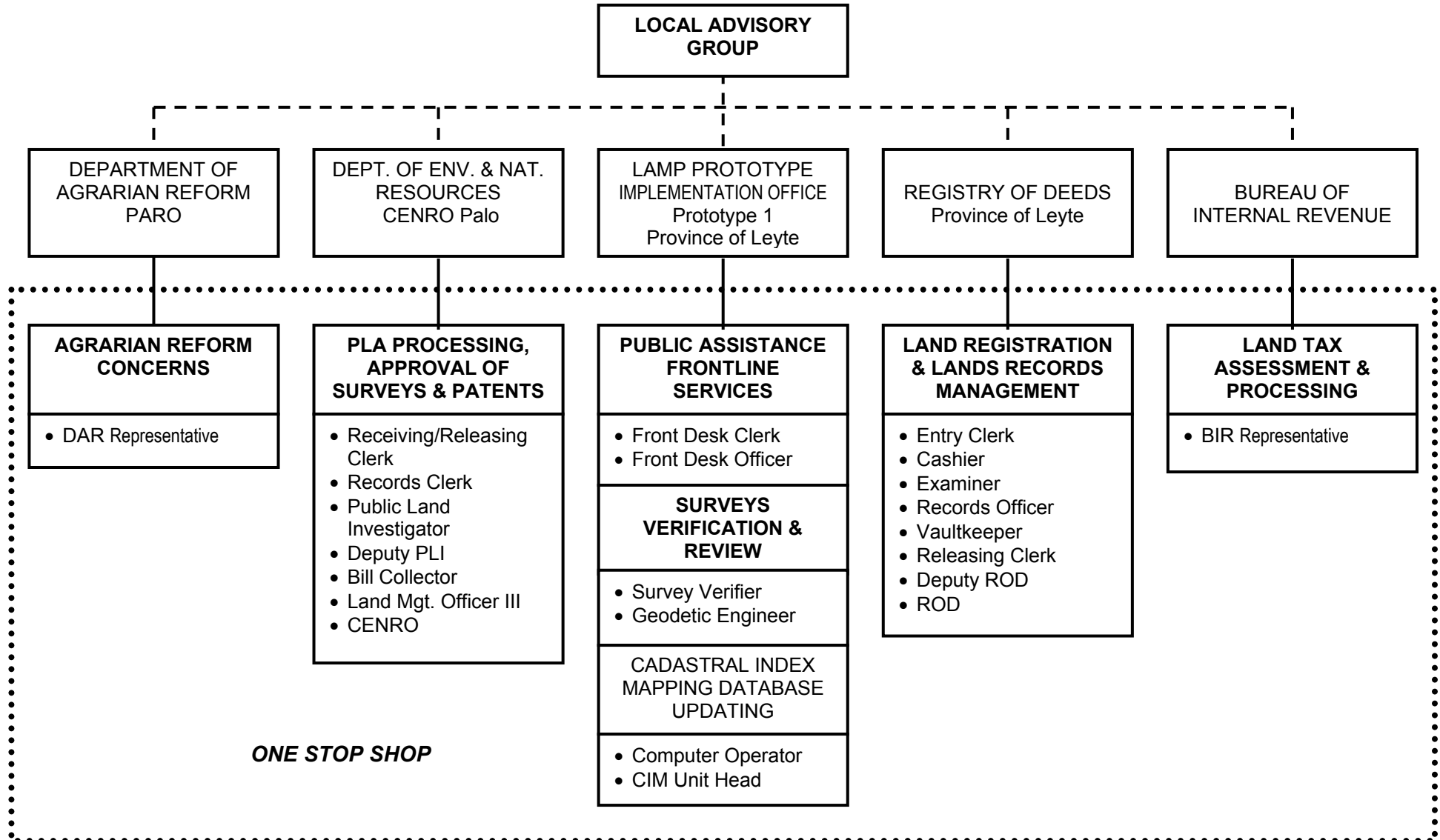


Figure 2.
FUNCTIONAL ORGANIZATIONAL CHART OF THE ONE STOP SHOP



**Figure 3.
ORGANIZATIONAL STRUCTURE OF THE ONE-STOP SHOP**



**Figure 4.
PROPOSED ORGANIZATIONAL STRUCTURE OF THE ONE STOP SHOP**

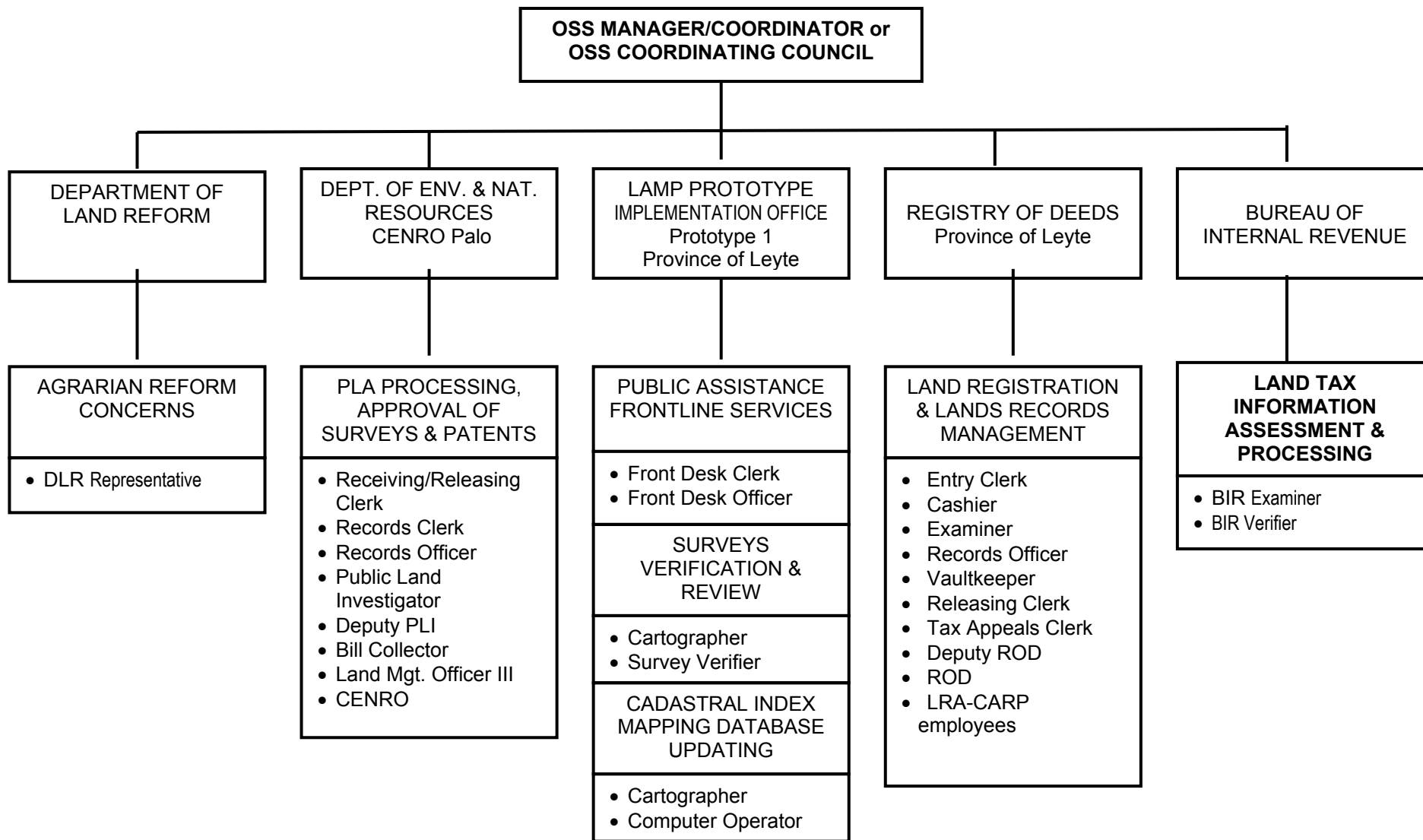
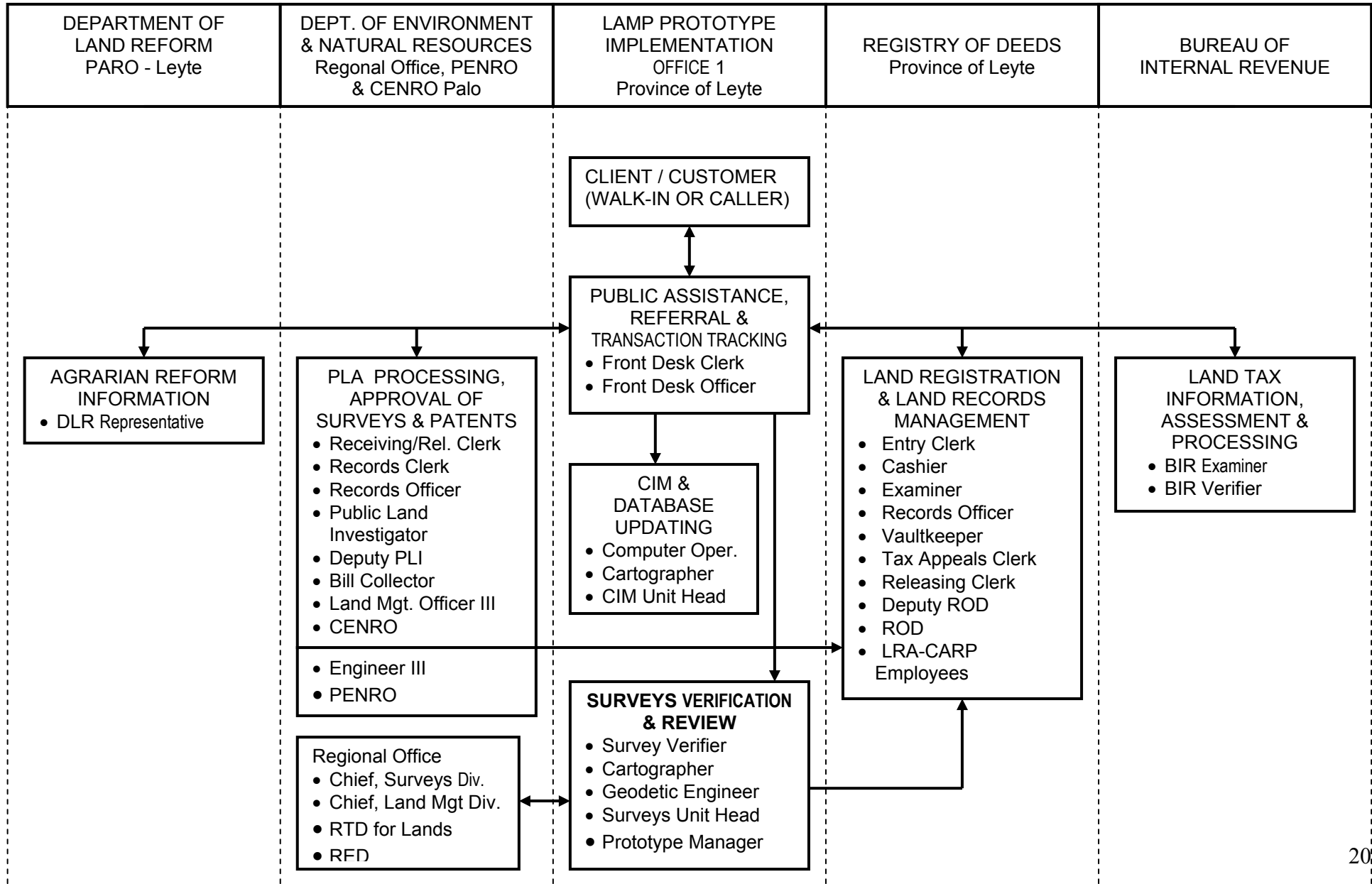


Figure 5.
FLOWCHART OF LAND TRANSACTIONS IN THE ONE-STOP SHOP



2.4 Organizational Arrangements

2.4.1 Roles and Responsibilities of Participating Agencies in the One-Stop Shop

(1) The Department of Environment and Natural Resources

As the lead agency of the LAM Project, the DENR shall provide overall leadership for the Project. On the operations side, it shall have the primary responsibility of looking into the conduct of the survey and land titling activities particularly patent processing and issuance.

(1a) The Regional Office

- Provide staff to do verification of the surveys
- Through the Chief of the Surveys Division, look into the technical acceptability of the survey returns
- Approval of surveys by the Regional Technical Director (RTD) for Lands

(1b) The Provincial Environment and Natural Resources Office, (PENRO)

- Confirm and approve appraisals and patents
- Assist in the conduct of community development activities

(1c) The Community Environment and Natural Resources Office (CENRO)

- Serve as the processing unit of the OSS for the public land applications
- Store and manage public land applications and other records
- Assist the Social Development Team in the public information campaigns
- Assist in the settlement of disputes
- Assign Land Investigator to the Systematic Adjudication Team (SAT) and other personnel that may be required

(2) The Registry of Deeds

The ROD holds office in the OSS building and is responsible for the registration of patents and CLOAs to be generated in the Province area, registration of other land transactions and the management of land records.

- Register patents and CLOAs issued by the project

- Process all applications for registration of transactions for titled properties
- Process all applications to register transactions for unregistered lands
- Maintain all land transaction records
- Provide access to records necessary in the implementation of the LAM Project free of charge
- Assist in the preparation and verification of the Decrees and OCT upon order by the Court for the review and approval of the LRA Administrator

(3) *The Department of Agrarian Reform*

The DAR is responsible for all of the agrarian reform concerns in the Province through the PARO.

- Land acquisition for CARP
- Land conversion
- Process CARP land acquisition as part of the systematic registration process
- Process CARP after systematic registration is completed
- Assist in the community development activities
- Assist in the settlement of disputes through the BARC
- Land redistribution
- Management of CARP records

(4) *The Bureau of Internal Revenue*

The BIR is responsible for issuing tax clearances on land transfers and assisting the project in addressing related tax concerns in the province

- Provide information on requirements and procedures for land related taxes
- Provide initial tax computation as declared by the tax payer
- Referral of payment to authorized banks or collection agents

(5) *Local Government Units*

Recognizing their potential in sustaining LAMP activities, LAMP fosters a pro-active partnership with the LGUs at the provincial, municipality and barangay levels.

(5a) *Provincial Governor*

- Shall provide and donate suitable lot where the OSS Building will be situated. The LAMP is responsible for the construction and the facilities of the building.

- Shall head the Local Advisory Group
- Shall strongly advocate for the Project.

(5b) Municipal Mayor

- Shall provide base camp office for the Project in the municipality.
- Shall ensure the active involvement of the Barangay Officials in the conduct of field operations.

(5c) Barangay Officials

- Shall assist the project in disseminating relevant and accurate information to their constituents following the principles and thrusts of the Project.
- Shall act as area coordinators, in the conduct of community consultations and dialogues regarding field activities such as the Global Positioning System (GPS), Field Validation, Adjudication, etc. They shall be involved in seeking out and mobilizing the beneficiaries of the Project

2.4.2 Provision of Resources

Generally, the existing OSS building and facilities, equipment, and furniture were provided by the LAM Project through the Prototype Implementation Office 1. With the continuation of OSS operations under the LAMP, major capital expenditures and fixed assets shall still be provided by the Project.

However, Personal Services and Maintenance and Other Operating Expenditures shall be retained under the budget of the respective participating agencies.

In the case of monthly expenses for public utilities, such as light and water, initial arrangements have been made between PIO 1, CENRO and ROD to share the monthly bill for power and water according to their office provision. It was further agreed that separate electric and water meters will be installed in their respective offices. This agreement must be pursued for proportionate sharing of expenses according to their power or water utilization.

2.5 OSS Strategic Directions

For the Year 2005, the following strategies will be pursued jointly by the participating agencies according to their roles and functions in the OSS:

2.5.1 Institutional Collaboration

- (1) Strengthen collaboration and coordination among partner agencies, local government units, other stakeholders on the agreed integration and delineation of land administration and management functions and responsibilities.
- (2) Conduct of regular meetings to serve as a forum/ avenue for discussion of issues and concerns regarding OSS operations in the Province of Leyte.

2.5.2 OSS Management

- (3) Appointment of an OSS Manager /Coordinator vested with authority backed by legal mandate.

2.5.3 Systems and Procedures

- (4) Simplified and streamlined systems and procedures with less requirements and costs for speedy, effective and efficient delivery of services.
- (5) Comprehensive tracking system for monitoring transactions lodged and released through the OSS.
- (6) Development of a streamlined referral system for land-related transactions.

2.5.4 Records Management

- (7) Integration of all land records information of partner agencies to ensure a unified, complete, automated, user-friendly records information system utilizing telecommunications network.
 - Conduct of systems study, analysis and design to make compatible existing database computerized systems of partner agencies.
 - Completion of the computerization of land records
 - GIS development
 - Link LIS to municipal level
- (8) Provision of back-up or storage system of all land records

- (9) Development of an information system for capturing and viewing titles and other relevant documents in the database with the provision of security measures.
- (10) Production and maintenance of the fully operationalized and automated CIM processing

2.5.5 Land Tax Administration

- (11) Assignment of a BIR Examiner and Collection Agent Team to the OSS to give information, assess and collect payments for land related tax transactions

2.5.6 Information, Communication and Advocacy

- (12) Development and dissemination of multi-media information and communication systems in the OSS, the municipal and barangay halls and other strategic areas in the community.
- (13) Conduct of stakeholders' forums, policy reviews and client feedback mechanisms to improve services to the clientele.

2.5.7 Human Resource Development

- (14) Conduct of human resource development programs and activities for OSS management and staff to develop their knowledge, skills and attitudes for land management and administration as well as for customer service.

2.5.8 Management Support Services

- (15) OSS operations regularly planned with appropriate budget allocation monitored and evaluated.

3. OSS WORK PLAN 2005

The following work plans integrates the various programs and activities of the OSS participating agencies in accordance with the different strategic directions envisioned for the year 2005.

Institutional Collaboration

Objective: To enhance the institutional collaboration through the conduct of organizational development activities

Activity	Inclusive Period	Expected Output	Responsibility Center	Resources Required	Remarks
OSS Meetings	twice a month from January to December 2005	Agreements on outstanding issues and concerns	OSS agencies	food and materials	
LAG Meetings	Quarterly	Resolutions	LAG member	food and materials	
GST for all OSS staff	March 2005	Gender sensitive staff	OSS agencies key staff	Food, venue, transportation and materials	Funded by LEI
Training on the dynamics of good customer service	April 2005	Competent, customer-oriented staff	OSS frontline/contact staff	Food, venue, transportation and materials	Funded by LEI
Values Orientation Workshop	May 2005				Funded by LEI
Training on Mediation and Conflict Management	June 2005				Funded by LEI
Team Building Workshops	July 2005	Cohesive organization committed to achieve its VMG	OSS agencies	Food, venue, transportation and materials	Funded by LEI
Execom Meetings	regular – quarterly special – 4 times	Agreements on outstanding issues and concerns	Academe partners	food and materials	
Coordination with DAR for the assignment of a permanent	May – June 2005	SO permanently assigning DAR personnel to the FD	PIO1 DPM	Communication	

Activity	Inclusive Period	Expected Output	Responsibility Center	Resources Required	Remarks
representative to the Front Desk					
OMPW 3: Social Marketing Plan and Client Feedback Strategy	February 2005	Widely disseminated information on the OSS	OSS agencies	Food, venue, transportation and materials	Funded by LEI
OMPW 4: MIS and M & E Plan	March 2005	Effective and efficient MIS and M & E	OSS agencies	Food, venue, transportation and materials	Funded by LEI
Survey of OSS Personnel Perception	May 2005	Database of OSS personnel perception for analysis	OSS staff	Communication and materials	

Management of the OSS

Objective: To work for the appointment of an OSS Manager who is clothed with authority and legal mandate

Activity	Inclusive Period	Expected Output	Responsibility Center	Resources Required	Remarks
Liaise with/ lobby for the appointment through the PMO with the concerned heads of agencies	January – February 2005	OSS Manager	PIO1, PMO	communications	may either be through Joint Special Order from all agencies or Executive Order from the President

Land Tax Administration

Objective: To assign a permanent BIR Examiner and Collection Agent Team at the OSS

Activity	Inclusive Period	Expected Output	Responsibility Center	Resources Required	Remarks
Facilitate the issuance of a Special Order to permanently assign the required personnel at the Front Desk	May – June 2005	S. O. permanently assigning BIR Team	BIR, PIO1	communications	
Facilitate the preparation and signing of the MOA among all the partner agencies	Last quarter of the year	Single cashier or collection agent for all OSS fees	PIO1 and all OSS agencies	communications	

Systems and Procedures

Objective: To improve the existing document tracking system (DTS) for the effective and efficient delivery of services

Activity	Inclusive Period	Expected Output	Responsibility Center	Resources Required	Remarks
Conduct of a time and motion study for all OSS transactions	February 2005	Data as to length of time taken for each transaction	PIO1	Communication and materials	Contracted out
Special Consultation Meeting for the improvement of all OSS forms and workflows	January 2005	Improved forms and process flows agreed by agencies	OSS agencies	Agreements on outstanding issues and concerns	
OSS Exit Survey	June 2005	Client perception on OSS systems and processes	PIO1	Communication and materials	Contracted out
Review/ Evaluation of OSS Operations	June and December 2005	Comprehensive review of the processes and systems	PIO1	Food, venue, transportation and materials	
Training for the Automation of all	July 2005	Automated processing	PIO1	Food, venue,	Contract training

Activity	Inclusive Period	Expected Output	Responsibility Center	Resources Required	Remarks
OSS transactions		and tracking of transactions		transportation and materials	provider; funded by LEI

OSS Management Support

OBJECTIVE/S: To come-up and implement an appropriate work and financial plan for OSS operations that is regularly monitored and evaluated.

ACTIVITY	INCLUSIVE PERIOD	EXPECTED OUTPUT	RESPONSIBILITY CENTER	RESOURCES REQUIRED	REMARKS
1. Review and consolidate the proposed WFP developed by concerned OSS agencies.	January 2005	Approved and validated WFP	PCU/M&E, SSU	1. Fund for meetings 2. Supplies and materials	
2. Quarterly review, evaluation and assessment	March, June, Sept, Dec. 2005	Recalibrated WFP (if any) Evaluation Report Progress Report	PCU/M&E, SSU	Workshop fund	
3. Prepare monthly progress and financial reports	Monthly	Progress Reports Financial Report of Operation	-do-	Supplies and materials	

Human Resource Development

OBJECTIVE/S: To develop competent and client-oriented staff for the dissemination, advocacy and service to the public.

ACTIVITY	INCLUSIVE PERIOD	EXPECTED OUTPUT	RESPONSIBILITY CENTER	RESOURCES REQUIRED	REMARKS
1. Conduct skills audit/TNA	1 st quarter	List of Personnel Training Needs	HRD/OSS partners	Supplies and Materials	
2. Evaluation of TNA result	April	List of Trainings	HRD	-do-	
3. Conduct series of trainings (e.g. customer relations, frontline, management, GST, etc.)	May - November	Staff trained	PM/HRD/Concerned unit & partner agencies	Training Budget (3 trngs. in a month with a max. pax of 50/activity, 2 live-out and live-in trainings within Tac and 1 trng. outside Tacloban)	
4. Observation Tours outside the country	3 rd quarter	Project Officers/staff observed successful OSS operations	PM/HRD/Concerned unit & partner agencies	Budget	
5. Cross visits to OSS areas	4 th quarter	Project Officers/staff observed local OSS operations	PM/HRD/Concerned unit & partner agencies	Budget	
6. Conduct series of training impact evaluation	December	Training results evaluated	PM/HRD/Concerned unit & partner agencies		

OBJECTIVE/S: To re-arrange the existing OSS lay-out to properly accommodate OSS staff

ACTIVITY	INCLUSIVE PERIOD	EXPECTED OUTPUT	RESPONSIBILITY CENTER	RESOURCES REQUIRED	REMARKS
Procurement of contractor for the redesigning of the OSS layout	1 st Quarter	Re-designed building	OPM/SSU	Funding for labor and materials	
Procurement of additional office equipment and facilities	1 st Quarter	Ergonomic office equipments and facilities in place	OPM/SSU	Funding for the procured office equipments and facilities	

Information, Communication and Advocacy

OBJECTIVE/S: To motivate the people to stay in the formal land administration system through effective IEC strategies

ACTIVITY	INCLUSIVE PERIOD	EXPECTED OUTPUT	RESPONSIBILITY CENTER	RESOURCES REQUIRED	REMARKS
1. Evaluate existing IEC strategy at the OSS. Consider client feedback and result of research conducted.	January 2005	Recommendations in improving the existing strategies	OSS-SD, M&E		
2. Designing of an improved IEC plan for the OSS	January 2005	Improved IEC design for OSS	OSS-SD staff		
3. Development of appropriate information materials and other media (e.g. video production about the OSS)	January – February 2005	Appropriate IEC materials	MPO/IEC Officer		
4. Distribution of IMs to walk-in clients	February – December 2005	Informed clients	Front Desk Staff		
5. Conduct of client counseling/dialogue before actual title distribution at the OSS	February – December 2005 (Once a week, if possible)				

OBJECTIVE/S: To develop streamlined action referral system at the OSS for post-adjudication needs of the community

ACTIVITY	INCLUSIVE PERIOD	EXPECTED OUTPUT	RESPONSIBILITY CENTER	RESOURCES REQUIRED	REMARKS
1. Designing of an action referral system	January 2005	Draft design a streamlined action referral system	Heads of OSS agencies		
2. Pretesting of the designed system	February 2005	Recommendations for the improvement of the design	OSS-Front Desk		
3. Finalization of the design	March 2005	Finalized design which is ready for implementation	Heads of OSS agencies		
4. Implementation of the action referral system	April-December 2005	Streamlined action referral system implemented	OSS-Front Desk		
5. Constant monitoring	April – December 2005	Implementation monitored regularly	} M&E		
6. Evaluation	December 2005	Evaluation conducted; effectiveness of the system assessed			

OBJECTIVE/S: To establish feedback mechanism and strategies as basis for improvement of OSS operations/services.

ACTIVITY	INCLUSIVE PERIOD	EXPECTED OUTPUT	RESPONSIBILITY CENTER	RESOURCES REQUIRED	REMARKS
1. Design and implement appropriate reporting format/system that will capture activities, tasks, accomplishments, remaining workloads, location and expenses.	Jan-Feb 2005	Reporting system in place.	M&E	Comprehensive orientation on the activities of different units to be monitored.	

2. Design and implement information flow.	Jan-Feb 2005	Feedback mechanism strengthened.	M&E		
3. Conduct of periodic OSS exit survey.	Bi-annually	Client feedback on OSS operations/services generated.	M&E		
4. Conduct of periodic OSS Activity Evaluation.	Quarterly	OSS system and procedures assessed and evaluated.	M&E		
5. Monitor expenses fo certain operations (level of expenses for certain periods)	Monthly/Quarterly	OSS operational expenses regulated and audited.	M&E		

Records Management

OBJECTIVE/S: To design a secured system on land information that will link all relevant databases of partner agencies.

To provide appropriate back-up system of all land records (ex., production of hard copies of files).

ACTIVITY	INCLUSIVE PERIOD	EXPECTED OUTPUT	RESPONSIBILITY CENTER	RESOURCES REQUIRED	REMARKS
1. Identify existing land records database of all partner agencies.	1 week	List of existing land records databases of all partner agencies identified	OSS	Mobility, IT staff, Technical assistance	
2. Review and study the identified land records database and structures	3 months	Land records database reviewed and analyzed	OSS and partner agencies	Network connection, computer, server	
3. Create initial design of secured system on land information.				Soft copies of land records database	
4. Presentation of initial design to	1 day	Initial design presented	OSS and concerned	Multi-media	

ACTIVITY	INCLUSIVE PERIOD	EXPECTED OUTPUT	RESPONSIBILITY CENTER	RESOURCES REQUIRED	REMARKS
partner agencies		and accepted	partner agencies	projector, venue, representatives of agencies	
5. Finalize design	2 weeks	Design finalized	OSS		
6 Identify existing back –up system of partner agencies.	1 week	Existiing back-up system of partner agencies identified	OSS and partner agencies		

Objective: To ensure the continued flow of raw data from partner agencies for CIM production/ maintenance.

ACTIVITY	INCLUSIVE PERIOD	EXPECTED OUTPUT	RESPONSIBILITY CENTER	RESOURCES REQUIRED	REMARKS
1. Identify relevant data	Continuing whole year	List of relevant data	OSS	Mobility, office supplies, scanner, plotter, staff computer, server, Technical assistance Representatives from partner agencies Local area networking	
2. Inventory of data	Continuing whole year	Comprehensive data			
3. Updating of existing data.	Continuing whole year	Up-to-date digital files			
4. Conduct quality assurance	Continuing whole year	Consistent digital files			
5. Produce hard copies of files	Continuing whole year	Final CIM			
6 . Integration to [partner agency	Continuing whole year	Accepted final CIM	OSS and partner agencies		

4. NEXT STEPS

The formulation of the OSS Management Plan will be accomplished in four phases of OSS Management Planning Workshops. The plan portions presented in this report are the results of the two completed workshops conducted during the third and fourth week of November, 2004. Lack of sufficient time to confer with the PIO 1 Support Services on the personal services data and equipment and facilities inventory excludes the budgetary requirements for the Plan.

The completion of this Plan will depend on the conduct of the two succeeding planning workshops that will be conducted by the first quarter of 2005 upon the return of Technical Assistance support to the LAM Project in Leyte.

The additional Plan contents include the following:

- Performance Management on OSS Services
- Human Resources Management and Development
 - HRM (Job Descriptions)
 - HRD (Training Plan for Staff and Management)
- Social Marketing
 - Public Relations and Publicity
 - Client Feedback Strategy
 - Stakeholders Forums for Input and Policy Review
- Information Technology Application
 - Records Management and Networking
 - Transaction Tracking System
 - Other Management Information Systems
- Monitoring and Evaluation