

Republic of the Philippines

**LAND ADMINISTRATION MANAGEMENT
PROJECT**

(LAMP)

PROCEDURAL MANUAL

FOR

QUEZON CITY ONE STOP SHOP

REPORT D17

12 December 2002



**Prototype 2 – Land Records Management
Quezon City**

DOCUMENT APPROVAL

TITLE: Manual on Land Records Management

GENERAL DESCRIPTION: Procedural Manual to support the Quezon City One Stop Shop for Prototype 2 of the Philippines land Administration and Management Project (LAM Project).

REFERENCED DOCUMENTS:
 LAMP Project Implementation Plan (maintained by the PMO).
 LAMP Framework Monitoring and Evaluation
 LAMP PIO2 Manual on Land Records Management
 LAMP PIO2 CRS Manual (not yet prepared)
 Social Assessment Phase 1 for LAM Project (Prototype 2 IAW)

SIGN OFFS	ORIGINATOR	NAME	POSITION	SIGNED	DATE
	APPROVED	NAME	POSITION	SIGNED	DATE
	APPROVED	NAME	POSITION	SIGNED	DATE

REVISIONS					
REV NO.	DATE	DESCRIPTION	BY	CHKD	APPROVED
1	15/11/01	Draft by Lewis Haley	LH		
2	11/12/01	Draft finalised by Barry Dick/Henry Pacis	BD/ HP		
3	06/02/02	Updates from meetings with agencies	BD		
3.1	12/12/02	Final processes as agreed by agencies	BD		
5					
DISTRIBUTION LIST					
COPY	DATE	RECIPIENT			
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
16					

TABLE OF CONTENTS

1. Use and Update of the Manual	1
2. Background	1
2.1. Objectives of Land Administration and Management Project (LAM Project)	1
2.2. Objectives and Scope of Prototype 2 on Land Records Management	2
2.3. Social Context of Prototype 2	3
2.4. Outline of Activities in Prototype 2	3
3. Introduction	4
3.1. OSS Operations Manual	4
3.2. Organizational Structure within OSS	4
4. ROLES AND RESPONSIBILITIES OF THE AGENCIES	5
4.1. Land Registration Authority	5
4.2. Department of Environment and Natural Resources – NCR	6
4.3. Register of Deeds	6
4.4. Quezon City Government	6
4.5. Bureau of Internal Revenue	7
5. OSS Transactions/Services	7
5.1. Transfer of Ownership	8
5.2. Acceptance of Real Estate Tax	9
5.3. Issuance of Tax Clearance Certificate	9
5.4. Issuance of Certified Copy Of Title	9
5.5. Verification of Ownership	10
5.6. . Issuance of Certified Copy of Tax Declaration	10
5.7. Issuance of Certification of No Improvements	10
5.8. Acceptance and Preliminary Verification of Application for Administrative Reconstitution	10
5.9. Acceptance and Preliminary Verification of Subdivision Plans	11
6. Aims of the OSS	11
6.1. Potential benefits offered by the One Stop Shop	12
7. Process within the One Stop Shop, Quezon City	12
8. Institutional Arrangements (Agencies, Roles and Responsibilities)	15
8.1. LRA – Survey Records Management and Land Title Reconstitution Activities	16
8.2. DENR – Survey Records and Subdivision Survey Application Activities	17
8.3. ROD - land registration, land transaction registration, management of land records.	19

9. 4. <i>Functions of the One Stop Shop, Quezon City</i>	34
9.1. Field Validation Unit	37
9.2. Processing Unit	37
9.3. Customer Relations Services Unit	37

ABBREVIATIONS AND ACRONYMS

A&D	Alienable and Disposable (land)
AO	Administrative Order
ARC	Agrarian Reform Community
AusAID	Australian Agency for International Development
BBM	Barangay Boundary Monument
BIR	Bureau of Internal Revenue (DOF)
BLGF	Bureau of Local Government Finance (DOF)
BLLM	Bureau of Lands Location Monument
BSWM	Bureau of Soils and Water Management (DA)
BOO	Build-Own-Operate
CARL	Comprehensive Land Reform Law
CARP	Comprehensive Land Reform Program
CENRO	Community Environment and Natural Resources Office/Officer
CGSD	Coastal Geodetic Survey Division
CIM	Cadastral Index Mapping
CLOA	Certificate of Land Ownership Award
CLR	Court of Land Registration
COSLAP	Commission on the Settlement of Land Disputes (DOJ)
CRS	Community Relations and Services
CT	Certificate of Title
DA	Department of Agriculture
DAR	Department of Agrarian Reform
DBM	Department of Budget Management
DENR	Department of Environment and Natural Resources
DILG	Department of Interior and Local Government
DOF	Department of Finance
DOJ	Department of Justice
EMB	Environmental Management Bureau (DENR)
EO	Executive Order
ERDB	Ecosystem and Research Development Bureau (DENR)
FMB	Forest Management Bureau (DENR)
GIS	Geographic Information System
GOP	Government of the Philippines
GPS	Global Positioning System
Ha	Hectare = 10,000 m ²
HLURB	Housing and Land Use Regulatory Board (HUDCC)
HRD	Human resources development
HUDCC	Housing and Urban Development Coordinating Council
LAM	Land Administration and Management
LAMP	Land Administration and Management Project
LGU	Local Government Unit
LIL	Learning and Innovation Loan (World Bank)
LIS	Land Information System
LMB	Land Management Bureau
LMO	Land Management Officer
LMS	Land Management Services
LRA	Land Registration Authority
M&E	Monitoring and evaluation
MARO	Municipal Agrarian Reform Office/Office
MBM	Municipal Boundary Monument
MGB	Mines and Geoscience Bureau (DENR)
NAMRIA	National Mapping and Resource Information Agency
NEDA	National Economic Development Agency
NHA	National Housing Authority (HUDCC)
NGO	Non-government organisation
NRMDP	National Resources Management and Development Project
OCT	Original Certificate of Title

OSS	One-Stop-Shop
PARO	Provincial Agrarian Reform Office/Office
PAWB	Protected Areas and Wildlife Bureau (DENR)
PEA	Public Estate Authority
PENRO	Provincial Environment and Natural Resources Office/Officer
PIO	Project Implementation Office
PIP	Project Implementation Plan
PMO	Project Management Office
PPCS-TM	Philippines Plane Coordinate System/Transverse Mercator
PPR	Project Preparation Report
PRS	Philippines Reference System
PTM	Philippines Transverse Mercator (projection)
RED	Regional Executive Officer (of DENR)
ROD	Registry of Deeds
SAT	Systematic Adjudication Team
SNS	Survey Notification Sheets
TA	Technical Assistance
TCT	Transfer Certificate of Title
TOR	Terms of Reference
XINDEX	Cross-index

LAND ADMINISTRATION AND MANAGEMENT PROJECT

ONE STOP SHOP, Quezon City

Operational Manual

1. Use and Update of the Manual

The manual is intended for use by staff working in the PIO2 office in Quezon City, particularly the staff working on the validation of land records and the One Stop Shop (OSS) activities. The manual is intended to support staff training and to provide procedural guidance to staff during project implementation.

All amendments and/or revisions to any part of the Manual shall follow the following steps:

- a. A proposal to amend and/or revise any part of the Manual shall be submitted in writing to the Prototype Manager, PIO2 or through the members of OSS-TWG.
- b. The proposal shall be reviewed together with the Prototype Manager, all the TWG members and advisers, as appropriate.
- c. If a consensus is reached on the proposed amendments/revisions, the Prototype Manager shall make the necessary endorsement and recommendation to the Agency Heads and the PMO. The proposal must contain adequate justification for the amendment/revision, including but not limited to the minutes of the meeting to discuss the proposal.
- d. Upon approval, the Prototype Manager shall issue a corresponding Office Order effecting the revision(s). All listed holders of the Manual shall be given copies of the approved revision(s).

Portions of this Manual shall be deemed revised/amended if any of the governing rules from which it is based (Existing Agency Functions, regulations and mandates) are revised. In such cases, the PIO2 Management and the staff of each agency shall closely monitor any changes in the governing rules and policies and effect the necessary revisions/changes, as may be necessary. These revisions of the manual will be duly identified in the manual in the Document Verification/Document Approval form set out at the beginning of the manual.

2. Background

2.1. Objectives of Land Administration and Management Project (LAM Project)

The objectives of the Project are to test alternative approaches to accelerated programs designed to improve the protection of rights to land, eliminate fake titles, introduce an equitable system of land valuation, formulate and approve policy and regulatory changes, and formulate the institutional arrangements needed to support implementation of the subsequent phase of the Program.

The policy making body for the Land Administration and Management Project is an Inter-Agency Coordinating Committee (IACC) created by virtue of Executive Order No. 129 dated 24 July 1999. The IACC is chaired by the Department of Environment and Natural Resources (DENR), the Vice chair is Department of Justice (DOJ) and the members are Department of Finance (DOF), Department of Budget Management (DBM), Department of Agrarian Reform (DAR), Department of Agriculture (DA), Department of Interior and Local Government (DILG), Public Estate Authority (PEA), Housing and Urban Development Coordinating Council (HUDCC), National

Economic Development Agency (NEDA), League of Municipalities, League of Cities and League of Provinces. Representatives to the IACC are at least at the Undersecretary level.

There is also a Technical Working Group to support the IACC. Members are the same as for the IACC plus the following: from the DENR – Land Management Bureau (LMB), Forestry Management Bureau (FMB), Mines and Geoscience Bureau (MGB), Protected Areas and Wildlife Bureau (PAWB), Environmental Management Bureau (EMB), Ecosystem and Research Development Bureau (ERDB) and National Mapping and Resource Information Agency (NAMRIA); from the DOJ – Land Registration Authority (LRA), Commission on the Settlement of Land Disputes (COSLAP); from the DOF – Bureau of Local Government Finance (BLGF), BIR; from the DA – Bureau of Soils and Water Management (BSWM); from the HUDCC – Housing and Land Use Regulatory Board (HLURB), National Housing Authority (NHA).

2.2. Objectives and Scope of Prototype 2 on Land Records Management

The aim of Prototype 2 is to produce proven new procedures and demonstrate successful cooperation between land related agencies for the improvement in quality and completeness of land title records. This prototype is not concerned with titling new lots but is concerned with increasing confidence in the existing land registration system.

The overall objective is to renew people's confidence in the land registration system by creating accurate and easily accessible land records.

The PIO2 office will aim to achieve this objective by:

- ✿ Creating a record system where all lots within the subject areas will be accurately and uniquely identified to rid the current registration system of fake titles.
- ✿ Helping land owners identify their property and to assist informal settlers in identifying the real owners of the area they occupy.
- ✿ Production of a Cadastral Index Map, which will form the basis for a graphical record to assist in efficient land transactions.
- ✿ Expediting reconstitution procedures for those with titles not yet reconstituted.

There are four main types of production activities:

- ✿ Cadastral Index Mapping (CIM) and making of cross indexes to control duplicate land titles and for other administrative purposes;
- ✿ Office and field validating existing titles held in the Register of Deeds (ROD);
- ✿ Reconstitution of current certificates of title which are missing from the Land Register and facilitating the process of providing land owners with new titles as replacement to their missing titles;
- ✿ Integration of the new records into the ROD, streamlining of land registry operations to maintain quality of the land register documents and better exchange of land information between related agencies of government.

In addition, there is a strategic process of developing a national plan for improved management of land ownership related records. This will be based on the lessons gained from this Prototype, and also from the rural activities in Leyte in the Prototype I, and will also link with the implementation of the Build Own and Operate (BOO) Project.

2.3. Social Context of Prototype 2

There are four broad segments of stakeholders in the prototype:

- (a) **the public sector** – which includes the LRA central office, LMB, FMB, DENR/NCR, the ROD, BLGF/Assessor's office and the LGU. The major concerns of this segment are: (i) inconsistent policies and priorities – as evidenced by the varying classifications of land in Quezon City; (ii) inefficient procedures; (iii) limited resources; (iv) lack of coordinating mechanisms.
- (b) **the private sector** – which includes local investors, land developers, business groups, financial institutions etc. The major concerns of this segment are: (i) lack of clarity in policies and procedures regarding rights in land; (ii) disincentives for investment; (iii) limited access to information; (iv) extensive areas of informal settlement.
- (c) **land owners** – which includes the potential beneficiaries, their dependents and the local organisations that operate in the community. The major concerns of this segment are: (i) reduced level of confidence in the land titling system; (ii) lack of clarity in policies, procedures and institutional roles; (iii) limited access to information; (iv) high levels of informal settlement.
- (d) **Informal settlers and NGOs/POs** – The major concerns of this segment are: (i) reduced level of confidence in the land titling system; (ii) lack of tenure security; (iii) lack of clarity in policies, procedures and institutional roles; (iv) limited access to information; (v) limited opportunities to increase living standards.

This stakeholder analysis is very preliminary. The design of the Project includes a socio-economic baseline study, which will include the prototype area. This socio-economic baseline study will develop a detailed analysis of stakeholders and their concerns and priorities

2.4. Outline of Activities in Prototype 2

The systematic adjudication activities proposed for Prototype 2 are set out in the Land Administration and Management Project, Project Preparation Report and the Land Administration and Management Project, Project Implementation Plan.

Based on the objectives and the focus areas for the prototype a table of features/procedures to be tested has been prepared and is attached as Annex 1.

Key activities for prototype 2 are summarised below:

- 1) prototype management;
- 2) cadastral index mapping;
- 3) generation of a cross indices and the validation and reconstitution of records and maps;
- 4) documentation of procedures and manuals to compile cadastral index maps, cross indices, and validate existing and reconstitute lost land records;
- 5) prototyping and recommendations for the introduction of cadastral index maps in the land registration process;
- 6) development of national land records management strategy;
- 7) community relations services.

3. Introduction

The Project Implementation Office (PIO) includes an office known as the “One-Stop-Shop” (OSS). The OSS is a primary part of the institutional objectives of the Project and the need for a OSS has been accepted and endorsed by agencies concerned. The OSS will be established through the co-location of staff from the relevant agencies – LRA, DENR, ROD, BIR and LGU. This document sets out a guide and approach that will initially be adopted to bring about implementation of the OSS. It is necessary for the agencies concerned to adopt the approach and actively move to implement the OSS. The procedures for the OSS form part of this Manual and are held in Annex A.

The OSS will provide a structure that will enable the land titling, reconstitution, registration, tax collection and documentation and recording activities to be developed into an efficient process. For the Prototype area, co-management formalised through administrative agreements will be used to coordinate the administration and management of the land-related activities. Initially these are the title reconstitution activities of the LRA, title registration activities of the ROD, and the collection of taxes and fees by the LGU and BIR. As the operations are refined the operation of the OSS will be expanded to include as many land related operations as are viable.

3.1. OSS Operations Manual

The One Stop Shop Operations Manual was developed to facilitate implementation of activities within OSS. The Manual was developed within the framework of existing flow of operations and regulations of the agencies involved.

However, attempts to improve overall processes and even individual agency processes, through streamlining and adoption of modern technology and approaches are already being applied and tested even in its initial operation. And as the operation of the OSS progresses, this Manual shall be revised (through proper procedure) to further improve and expand the coverage of operations, with consideration of course to the timeframe of implementation of PIO2.

3.2. Organizational Structure within OSS

As agreed, the Prototype Manager shall manage/supervise the day-to-day operation of the OSS. Each agency will be providing/detailing staff to carry out their agreed functions and will be identified as units within the OSS. An administrative support unit will also be created to assist each agency units in their functions within the OSS. An M & E staff (either from PIO2 or contracted) will be assigned to conduct an exit survey to determine the efficiency of operation of the OSS. Following is the initial organizational structure of the OSS:

4. ROLES AND RESPONSIBILITIES OF THE AGENCIES

To ensure the attainment of the objectives of this Agreement, the parties hereto agree to the following roles and responsibilities:

1. Each shall provide personnel on full time basis to handle the agency transactions under the OSS. In so doing, it shall ensure that the personnel it provides are appropriately qualified for the position they are to fill or the function they are supposed to serve. The agencies likewise agree to subject the candidates to respective positions to further screening by the OSS – Technical Working Group. Further, each agency shall commit to the continued professional development and career pattern of the staff assigned to the OSS. As a showcase of good governance and improved delivery of land related services to the public, each agency shall assign personnel with high integrity, openness to change, commitment to service, and utmost competence. In cases of changes in personnel, the agency concerned shall notify the OSS two weeks in advance.
2. Each shall actively participate in the regular review of transactions within the OSS, with the purpose of further streamlining the processes, assigning additional transactions, and /or improving the service delivery functions of the OSS.
3. Each shall ensure that the transactions to be handled by the OSS will have legal integrity and/or officially recognized as a formal transaction of the government.
4. Each shall keep the PIO2 informed of developments, modifications, revisions in existing applicable agency policies that may affect the processes within the OSS.
5. Each shall provide the required data and/or information necessary for the efficient operation of the OSS.
6. Each shall actively participate in the customer relations services of the OSS.
7. Each shall lend support to the institutionalization of different systems, procedures and policies which may be introduced in the course of OSS operations.

In addition, the following parties agree to particular roles and responsibilities as follows:

4.1. Land Registration Authority

1. As lead implementing agency for PIO2, it shall provide overall direction to and support for the OSS. It shall provide sufficient office space for the OSS adjacent to the ROD. It shall assign a Senior Official who will serve as the focal person in assisting the OSS through its Manager, in resolving implementation issues and bottlenecks.

2. It shall assign the functions of administrative reconstitution, providing preliminary verification on administrative and judicial reconstitution and preliminary verification of survey plans within the Prototype area to the OSS. In this regard, it shall provide all the relevant data, information and other support necessary for the OSS to carry out these functions.
3. It shall assign suitably qualified staff on full time basis to adequately perform the functions of administrative reconstitution and preliminary verification of survey plans.
4. It shall cause the effective complementation of OSS with the BOO-LARES, and other initiatives or programs of LRA that may be implemented over the course of OSS operations.

4.2. Department of Environment and Natural Resources – NCR

1. It shall assign the preliminary verification of survey plans within the Prototype area with OSS. As such, it shall provide all relevant data, information and other support necessary for the effective delivery of such services within the OSS.
2. It shall assign suitably qualified personnel on full time basis to perform the functions of preliminary verification of survey plans within the OSS.
3. It shall cause the effective complementation of OSS with other initiatives or programs of the NCR that may be implemented over the course of OSS operations.

4.3. Register of Deeds

1. It shall assign to the OSS, the function of providing information on the process of registering the deed of transfer and examining the completeness and registrability of documents prior to registration within the Prototype area. As such it shall provide all relevant data, information and other support necessary for the effective delivery of such service within the OSS.
2. It shall assign suitably qualified personnel on full time basis to perform the above functions.
3. It shall cause the effective complementation of OSS with other initiatives or programs of ROD that may be implemented over the course of OSS operations.

4.4. Quezon City Government

1. Upon submission of required documents, it shall assign the process of issuance of Certified copies of tax declarations, issuance of transfer tax receipts and Certification of tax clearance within the prototype area under the

OSS. As such, it shall provide all relevant data, information and other support necessary for the effective delivery of such service within the OSS.

2. It shall assign suitably qualified personnel on full time basis to perform these functions.
3. It shall cause the effective complementation of OSS with other initiatives or programs of the Quezon City government that may be implemented over the course of OSS implementation.

4.5. Bureau of Internal Revenue

1. It shall assign to the OSS the issuance of Certificate Authorizing Registration (CAR) and computation of taxes for sale of real property covering residential property only, occurring within the Prototype area. As such, it shall provide the data, information and other support necessary for effective and efficient delivery of these services within the OSS.
2. It shall assign adequate full time staff to handle such transactions within the OSS.
3. It shall cause the effective complementation of OSS with other initiatives or programs of the BIR such as the Computerization Project that may be implemented over the course of OSS implementation.

5. OSS Transactions/Services

Based on the agreements reached by the OSS-TWG members and as concurred by the Heads of the participating agencies (through a MOA), the following transactions and services will be offered on the OSS in its initial operation:

1. Processing of Transfer of ownership involving deed of sale of residential lots which includes the following processes:
 - Request for Certified copy of titles
 - Request for Certified copy of Tax Declaration (Land & improvements)/Certification of No. Improvements
 - Payment of Capital Gains Tax and Issuance of CAR
 - Payment of Transfer Tax and Issuance of Tax Clearance
 - Processing of New title
2. Acceptance of Payment for Real Estate Tax (TO)
3. Issuance of Tax Clearance Certificate
4. Issuance of Certified copy of Titles (RD)
5. Verification of ownership (AO)
6. Issuance Certified copy of Tax Declaration (AO)
7. Issuance of Certification of No Improvements (AO)
8. Acceptance and Preliminary Verification of application for Administrative Reconstitution (LRA)
9. Acceptance and preliminary verification of survey plans for approval (LRA/DENR)

Detailed flows of Operation for each transaction are as follows:

5.1. Transfer of Ownership

- Customer comes in and is given orientation by the Front desk person (RIO from ROD)
- Title is verified (through OSS database and or through LTCP system)
- If transaction will push through, customer fills up the forms for transaction and gives necessary documents which is logged
- Forms are checked and passed to agencies for computation of fees (taxes, processing, certification, etc).
- Total bill is computed.
- Customer pays at the Bank/Cashier and shows receipt to OSS
- Receipt is examined and photocopied once authenticated

- **Processing starts**
 - 1A. Certified copy of title is produced by ROD
 - RIO receives filled –up forms
 - manually – messenger goes to RD gives request to vault personnel for reproduction title and upon signing of RD, and goes back with certified copy of title.
 - Or through computer once linkage with LTCP is established
 - 1B. Certified copy of Tax declaration on Land and Improvements is produced.
 - Verifies existence of the requested Tax Dec. from OSS database or from AO
 - AO staff calls AO and fax copy of subject documents to OSS (already signed or to be signed by AO staff in OSS).
 - Issues Tax Declarations to RD
 - 2A. BIR receives copy of the following
 - Filled up forms
 - Certified copy of Title
 - Notarized Deed of Sale
 - Certified copy of Tax Declaration
 - Etc
 - If there is no TIN, issues TIN in OSS through computerized system
 - If there is TIN, validates it
 - Checks with computer if payment is already reflected
 - Once OK, starts processing TCL/CAR and sign it
 - Sends TCL/CAR to be signed by RDO
 - Once signed, brings TCL/RDO back to OSS and release it to the client to be given to ROD
 - 2B. Treasurer Office receives copy of the following
 - Filled up form
 - Certified Copy of Tax Declarations
 - Deed of Sale
 - Certification of Tax Clearance
 - Etc
 - Checks the forms

- Receives payment (or checks if payment has been made in the bank)
 - Sends documents to LGU-TO for stamping and signing
 - Documents, receipt is returned to OSS (next day)
 - Issue Transfer Tax Receipts
3. ROD receives and evaluates all documents coming from AO, BIR and TO and customer
- Checks filled up form
 - If registrable, brings all documents to ROD for processing and issuance of new titles
 - Once new title is issued, brings it back to OSS for release
 - Copy of new title is given to AO for processing and issuance of new Tax Declaration No.
 - AO sends documents to AO Office (QC) to processes the new Tax Declaration No.
 - OSS database updated.

5.2. Acceptance of Real Estate Tax

- Customer comes in, is interviewed and given orientation by Front desk Officer
- Customer fills up form
- Transaction is recorded on the log book
- Form is given to TO staff to verify status of RET payment and compute RET for the period covered
- If OK, Order of payment is issued.
- Customer pays at the TO cashier
- Official receipt is issued to customer

5.3. Issuance of Tax Clearance Certificate

- Customer comes in, is interviewed and given orientation by Front desk Officer
- Customer fills up form
- Transaction is recorded on the log book
- Form is given to TO staff to verify status of real estate tax payment
- If payment is updated Certification is prepared and signed (if deputized) by City Assessor
- Payment is made to TO Cashier for certification fee (P10.00)
- Certification is issued

5.4. Issuance of Certified Copy Of Title

- Customer comes in, is interviewed and given orientation by Front desk Officer
- Customer fills up form
- Transaction is recorded on the log book
- RIO receives filled –up forms and reproduce subject title either
 1. Manually – messenger goes to RD gives request to vault personnel for reproduction title and upon signing of RD, and goes back with certified copy of title.
 2. Or through computer once linkage with LTCP is established
- Certified copy is given to customer

5.5. Verification of Ownership

5a (Tax information)

- Customer comes in, is interviewed and given orientation by Front desk Officer
- Customer fills up form and pays necessary fee
- Transaction is recorded on the log book
- Form is given to AO staff to verify availability of information either through CIM and OSS database or through the use of Fax facilities
- Information is given to Customer

5b (Title)

- Customer comes in, is interviewed and given orientation by Front desk Officer
- Customer fills up form and pays necessary fee
- Transaction is recorded on the log book
- RIO receives filled –up forms and reproduce subject title either
 3. Manually – messenger goes to RD gives request to vault personnel for reproduction
 4. Or through computer once linkage with LTCP is established
- Copy is given to customer

5.6. . Issuance of Certified Copy of Tax Declaration

- Customer comes in, is interviewed and given orientation by Front desk Officer
- Customer fills up form and pays necessary fee
- Transaction is recorded on the log book
- Form is given to AO staff to verify availability of information either through CIM and OSS database
- AO staff calls AO and fax copy of subject documents to OSS (already signed and also to be signed by AO staff in OSS).
- Issues Tax Declarations to Customer

5.7. Issuance of Certification of No Improvements

- Customer comes in, is interviewed and given orientation by Front desk Officer
- Customer fills up form and pays necessary fee
- Transaction is recorded on the log book
- Form is given to AO staff to verify availability of information either through CIM and OSS database or
- AO staff calls AO (QC) and query on the desired certification
- If there is no improvement, certification is prepared at the AO-QC office and then fax it to OSS or
- AO staff prepares the certification and signs it
- Certification is given to Customer

5.8. Acceptance and Preliminary Verification of Application for Administrative Reconstitution

- Customer comes in, is interviewed and given orientation by Front desk Officer

- If application will push through, customer fills up the form and submits necessary documents and pays at the cashier.
- Transaction is recorded on the log book
- Form and application is examined by ROD staff and documents are transmitted to LRA staff for preliminary verification
- A check is made on CIM and OSS database for verification and/or updating
- Subject parcel is projected to CIM/ LRA projection map
- If Ok, LRA examiner prepares report and transmit the documents to LRA Reconstitution Division for final verification and preparation of Order of Reconstitution.
- Order of Reconstitution together with prepared title is transmitted to RD
- Notice is sent to applicant via telephone or mail to pick up Title
- RD signs the Reconstituted Title upon presentation of Owners Duplicate copy of title by the owner or by his authorized representative.
- Customer signs at the logbook and picks up Reconstituted Title at OSS.

5.9. Acceptance and Preliminary Verification of Subdivision Plans

- Customer comes in, is interviewed and given orientation by Front desk Officer
- If application will push through, customer fills up the form and submits necessary documents (survey plan, survey returns) and pays at the cashier.
- Transaction is recorded on the log book
- DENR/LRA staff calls office and gets number to be assigned to the survey plan (DENR-NCR may simply allocate/reserve survey numbers for OSS)
- Preliminary verification is done:
 - a) Check using CIM and /or LRA/DENR-NCR projection map to identify any overlap.
 - b) Check computation correctness, initials the plan
 - c) Final Drafting, initials the plan
- Prepares letter of transmittal to LRA/DENR-NCR and submits survey returns to respective office for final review and approval.
- LRA/DENR-NCR tags transmitted survey plans as coming from OSS (the transmittal may be sufficient to serve as tag).
- Upon approval, reproduces additional blue print copy (charged to LAMP) for LAMP.
- Once signed, OSS staff gets whiteprint copy of the approved plan and updates CIM and OSS database.

6. Aims of the OSS

GOP is motivated to improve the protection of rights in land, to eliminate fake titles, to introduce an equitable system of land valuation etc. To achieve these purposes it has proposed the establishment of a One Stop Shop, with government agencies participating in the delivery of land-related services operating from one building. The One Stop Shop will be responsible for providing assistance to the ROD and other involved agencies:

- Assisting the public and the ROD with subsequent land transactions.
- Providing information and services for Registration of land transactions through the ROD
- Providing information and services for Reconstitution of Titles by the LRA.
- Producing and maintaining a set of cadastral index maps and using these as a key index for subsequent land registration. This will help in the elimination of fake titles. (The maps may

be produced in conjunction with the LRA graphic map index. This remains to be determined).

- Providing information and services for payment of taxes and fees for the LGU Assessor's Office.
- Providing information for the lodgement and approval of LRA and DENR land surveys.
- Developing an effective community relations program.

Over time these aims will be further developed to also include activities like:

- Assisting the public and the ROD with the first registration of land.
- Providing a Single Point of Sale Activity for all land dealings.
- Providing approval of LRA and DENR land surveys
- Liaising with professional groups involved in the delivery of land transfer, mortgage, leasing etc services.

6.1. Potential benefits offered by the One Stop Shop

- Introduce a complete and comprehensive CIM into the land administration process to assist in the land management processes and eliminates invalid dealings.
- Improve the Land Title Reconstitution process in the LRA and ROD through support and processing by the OSS.
- Eliminate the potential for duplicate / multiple certificates for one parcel.
- Lower costs, faster and generally improved land transaction facilities for the public.
- Improved capacity of government for revenue and tax collection.
- Build public and government confidence in the land management system leading to more active land market.

As the scope of the One Stop shop grows the potential benefits could also include

- Streamline the survey approval process by providing a single point of contact for the public and interagency coordination for registration, survey verification and approval, and having the OSS Manager responsible for signing the documents
- Promote private sector opportunity in maintenance of the land management system, thereby promoting business opportunity and operational efficiency, together with government control.

7. Process within the One Stop Shop, Quezon City

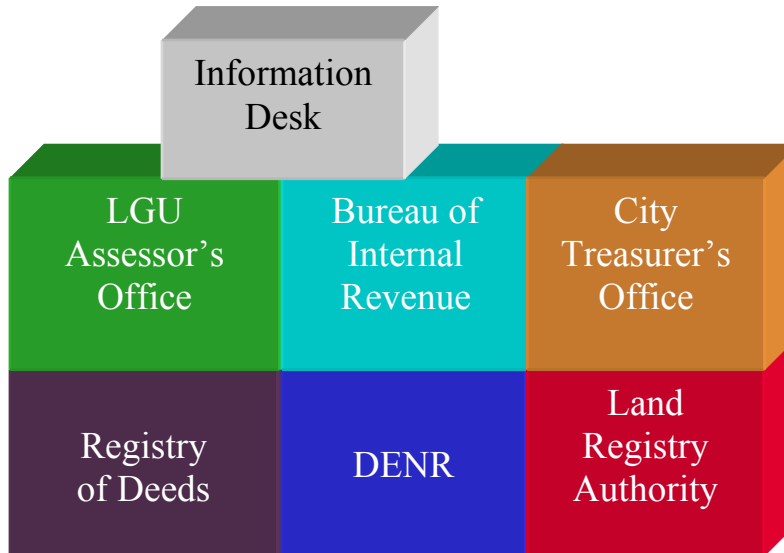
The creation of the One Stop Shop will allow the agencies to work together in one location and provide all the services required to the public for the five Barangays. The first point of contact will be the Information desk.

The Information Desk will provide:

- Customers with information on what documents are required to lodge the deed of transfer within the OSS, as well as details of how and where to lodge other types of dealings
- Provision of forms required by the different agencies.
- Provide assistance in filling out forms required by the agencies within the OSS
- Accept the lodgment of documents for transactions that will be carried out within the OSS.

- Record the acceptance of documents and monitor the progress of an application through the OSS.

The make up of the OSS is shown in the diagram below:



Process for registering a deed of transfer.

(A preliminary process of verifying the completeness of the documents of the customers is done by the front desk officer and CIM staff.)

1. Assessor's Office (1 day)

- A request is passed to the assessor's office for a Certified copy of Tax Declaration on land and improvement, with all the documents presented by the customer.
- The Assessor contacts the main assessors office to obtain conformation of the signatories, using the fax machine. Confirmations are faxed back to the OSS.
- Certified copy of Tax Dec on land & improvements (or Certification of no improvements) is produced.

2. Bureau of Internal Revenue Office (5 days)

- The documents are passed to the BIR representative.
- The BIR representative computes tax based on Tax Declaration on land , zonal value or amount of sale which ever is higher plus the Improvement (if there is)
- Once the proof of payment is received the BIR representative prepares a report and sends the Certificate Authorising Registration (CAR) to the Revenue District Office for signing
- The CAR is issued by BIR within 5 days.

3. City Treasurer's Office. (1 day)

- The documents are passed to the City Treasurer's Office representative.
- Issues the transfer tax receipts and the Certification of Tax Clearance. (use existing forms or printer output)

5. Registry of Deeds (3days, to be reduced to 2 hours)

- The documents are passed to the Registry of Deeds' representative
- The ROD representative processes transfer documents and the ROD issues New Title to new owner. Owner gets a copy and the ROD retains a copy.

6. Assessor's Office (2-3 weeks)

- Copies of the documents are passed to the Tax Assessor's Office representative.
- The Tax Assessor's Office checks the documents and issues a new Tax Declaration to the new owner.
- The Tax Assessor's Office representative updates the computer file of Titled owners liable for tax.
- The Tax Assessor's Office representative updates Tax Map and PIN if new parcel has been created.

The process of land transfer where there is no change in ownership (i.e. subdivision or partition of property) is the same except that the it does not need to pass to the BIR.

Process for updating CIMs with Survey Plan from the DENR/LMS.

- PIO2 to submit list of survey plans identified and a copy of the CIM (in PRS92 system) of the covered area to DENR-NCR
- DENR-NCR to incorporate in the verification/approval process, the identification of surveys falling within the subject area for additional whiteprint copies.
- CIM staff updates database and Cadastral Index Map based on new records submitted

Process for Verification of New Survey Plan at the LRA/LMB.

- PIO2 to submit list of survey plans identified and a copy of the CIM (in PRS92 system) of the covered area to LRA
- LRA to incorporate in the verification/approval process, the identification of surveys falling within the subject area for additional whiteprint copies.

8. 4. Institutional Arrangements (Agencies, Roles and Responsibilities)

Functions of participating organizations

The following tables set out the functions that each agency can immediately implement within the One Stop Shop. The technical working group has studied the agencies' operations and these selected operations can be carried out in the One Stop Shop, in the earliest time frame. Over time other functions will be added that will allow the customers, from the five Barangays covered by the prototype, to use the One Stop Shop for all their land related requirements.

8.1. LRA – Survey Records Management and Land Title Reconstitution Activities

Existing functions provided by the agency:

- Process public land applications, through the Judicial process
- Process subdivision applications
- Undertake and facilitate Title Reconstitution
- Manage and conduct surveys
- Settle disputes

Functions in OSS	Required Documents	Output Documents	Operations	No. of Staff	Equipment	Payments	Required from LRA
Chart new land boundaries on CIM	New Survey plans		Get copies of all newly approved survey plans	1-2	Drafting tools and equipment		
Facilitate Title Reconstitution	Application Form Copy of TCT Deed of Sale		Update CIM Customer fills out application form. LRA officer checks that all forms and documents are correct Sends doc to RD.				

8.2. DENR – Survey Records and Subdivision Survey Application Activities

Existing functions provided by the agency;

- Manage and conduct surveys
- Process public land applications
- Process subdivision applications
- Settle land disputes (public land)
- Conducts verification surveys

Functions in OSS	Required Documents	Output Documents	No. of Staff	Equipment	Payments	What's required
1. Secure copies of all DENR-NCR existing approved survey plans within the area. (old and new) <i>* can be immediately implemented.</i>	-list of survey plans identified by PIO2	Whiteprint copies of plans or scanned images in CD	1	1 PC (on line) printer fax machine filing cabinet	Expenses to be paid by the project.	-PIO2 to submit list of survey plans identified and a copy of the CIM (in PRS 92 system) of the covered area to DENR-NCR - DENR-NCR to incorporate in the verification/approval process, the identification of surveys falling within the subject area for additional whiteprint copies.
2.Process verification of survey plans (still needs further study?)	-Survey returns	Verified/processed survey returns to be brought to DENR-NCR for approval	2-3	Drafting tools & equipment PC, calculator	Standard fee	-conduct of training for processing and verification of survey returns -DENR-NCR to ensure staff is available
3. Conduct of verification survey	-Court Order -Letter Request -supporting	Report with survey returns already verified for approval of	3-4	Surveying equipment vehicle	Standard fee	-conduct of training -availability of staff to do the work

* <i>may be given to PIO2 with respect to the 5 barangays</i>	doc.	DENR-NCR				
---	------	----------	--	--	--	--

OPERATIONS:

Function 1.

- a. DENR-NCR staff gets list of survey plans identified by PIO2 (from database).
- b. Communicates with DENR-NCR for newly approved survey plans.
- c. Goes to DENR-NCR (on a regular basis) to secure copies of plans (old and newly approved).
- d. Gives copies of plans to CIM staff for updating.

Function 2

- a. GE or customer submits survey returns (in PRS 92 system) to OSS
- b. DENR-NCR staff checks doc and accepts it if complete (customer pays at the cashier).
- c. Calls DENR-NCR for survey numbering (NCR records the survey).
- d. Starts verification (projection using the CIM, computation)
- e. Transmit survey returns to DENR-NCR for approval (Chief Surveys and ARED) and updating.
- f. Once approved, gets sepia and whiteprint copies(one for PIO2) to be released to the customer/GE.

- *estimated processing time is 5 to 7 working days.*

Function 3

- a. PIO2 receives order or request from Court or DENR-NCR.
- b. Sets date and sends notice to parties then executes survey.
- c. Submit survey returns to DENR-NCR for approval.
- d.

8.3. ROD - land registration, land transaction registration, management of land records.

Existing functions provided by the agency;

- Process all applications to register land transactions with registered land.
- Process all applications to register land transactions with unregistered land.
- Maintain all land transaction records.
- Replace damaged or missing titles through title reconstitution.

Functions in OSS	Required Documents	Output Documents	Operations	No. of Staff	Equipment	Payments	Required of ROD
<p>1. Act as information officer by answering queries from customers regarding registration and transfer transactions.</p> <p>2. Verifies titles subject of transaction and secures certified copy (if possible).</p> <p>3. Review/evaluate all documents as to completeness and acceptability prior to registration.</p> <p>4. Secures copies of titles requested by PIO2.</p>	<p>TCT info.</p> <p>All documents previously used or obtained</p>	<p>New Title</p> <p>Certified copy of TCT</p>	<p>RD officer receives all the documents</p> <p>Reviews the docs</p> <p>Sends the documents to the RD for entry and registration.</p>	<p>1 Liaison Officer 1 Clerk</p> <p>Examiner</p>	<p>Office Tables 1 cabinet</p> <p>Bond papers, etc.</p>	<p>15 Pesos Under new system 165 pesos</p>	

Local Government Unit – Assessor’s Office

Existing functions provided by the agency;

- Land use allocation
- Process land development applications
- Undertake and process Land Valuations
- Administer real property tax
- Administer the Assessor’s Office Tax Declaration process for land transfers.
- Administer the BIR Treasury - Transfer Tax, Tax Clearance & Capital Gains Tax requirements for land transfers.

Functions in OSS	Documents Required from Customers	Output Documents	Operations	No. of Staff required	Equipment needed in the OSS	Payments	Required of AO
1. Verification of Property <ul style="list-style-type: none"> • Ownership • Property details • Payments (10 min)	Optional Deed of Sale TCT	Printed info. Order of Payment	Customer fills in the form and pays fee. LGU Assessor receives the form, checks if record is available and prints info on the parcel.		-2 x PCs online -POS validating machines	Non-Owner P25.00 Owner P10.00 /parcel	*Property records (digital) *Payment records (digital)
2. Issuance of Certified copy of tax declaration on Land and improvements (1 day)	Request letter	Certified copy of Tax Dec.	Customer fills in the form and pays the fee. Assessor receives the form and issues Certified copy of Tax Declarations	1 to 2	-Leased line/dial up line to LGU – OSS -Fax Machine. Printer	Non-Owner P25.00 Owner P10.00/ copy P 20.00/ copy	*Current Tax Declaration * identify at least 3 staff to undergo training in OSS.
3. Issuance of Cert. of no improvement (1 day)	Request letter	Certification					

Functions in OSS	Documents Required from Customers	Output Documents	Operations	No. of Staff required	Equipment needed in the OSS	Payments	Required of AO
4. Issuance of Tax Declaration (New) (2-3 weeks)	-Certified copy of new TCT -Certificate Authorizing Registration -Transfer Tax receipts -copy of Deed of Conveyance -Tax Clearance -TIN	New Tax Dec.		1 to 2		No charge	

Issues

1. Quality of fax machine at the Assessor's office. Project may need to supply a higher quality fax machine.
2. Certified copies. Requests should be made at set times in the morning and afternoon. The Assessor's office will then endeavour to have the certified copy ready within half a day, ie requests made in the morning would be ready by the afternoon, request made in the afternoon would be ready the next morning.
3. Ability to generate the data for records verification. With the OSS connected to the Assessor's office computer files it may be possible to generate the data required to verify the records rather than produce a certified copy for the other agencies involved.
4. Tax maps that contain the PIN for a property may be required at the OSS. This could be covered by having the PIN in the Xindex.

Local Government Unit – Treasurer’s Office

Existing functions provided by the agency;

- Collect real property tax
- Collect Transfer tax on land transactions.

Functions in OSS	Required Documents	Output Documents	Operations	No. of Staff	Equipment	Payments	Required of CTO
<p>1. Acceptance of payment for Transfer tax.</p> <p>Issue of transfer tax receipts.</p> <p>Issuance of Certification of Tax clearance.</p>	<p>-Tax Declaration</p> <p>-Deed of Sale</p> <p>-CAR</p> <p>-Cert. TCT</p>	<p>Tax Receipts</p> <p>Certification of Tax Clearance</p>	<p>Customer fills in the form and pays tax</p> <p>City Treasurer’s Representative receives the form and documents</p> <p>Issues the transfer tax receipts and the Certification of Tax Clearance. (use existing forms or printer output)</p>	<p>1-2</p> <p>1 assessor</p> <p>1 collector</p>	<p>PC, printer</p> <p>Fax Machine</p> <p>1 tel. Line table/chair</p> <p>1 cabinet</p>	<p>Computed amount of transfer tax to be paid.</p> <p>(assuming real state tax payment is updated)</p>	<p>* Records of tax payments (can be faxed)</p>
<p>2. Acceptance of payment in Real Estate Tax</p>	<p>Previous Receipt of payment</p>	<p>Receipt of payment</p>	<p>CTO representative examines previous receipts (If current/ updated), Checks records for possible changes (increase/ reduction)</p> <p>Issues bill of payments, accepts payment and issues receipt for current</p>			<p>Same as previous except when there is new assessment</p>	<p>* Records of tax payments</p>

Functions in OSS	Required Documents	Output Documents	Operations	No. of Staff	Equipment	Payments	Required of CTO
			period (quarterly/ semi annual/yearly).				
3. Updating of records (CIM)			Updates CIM as well as the CTO record of payment				* computer link * identify/commit 2-3 person for training on OSS operation.

Issues

1. Certification of tax declaration needs to be certified. Could delegate the signing to the Treasure's office representative or have the document signed at City Hall and faxed to the OSS.
2. Need an agreement between City Hall and Bank to allow the bank to collect money on behalf of the Treasurer's office.
3. The verification of the tax declaration needs to be carried out at City Hall, the document will need to be delivered to the Treasurer's office preferably by fax.

Bureau of Internal Revenue (BIR)

Existing functions provided by the agency, some of which will be transferred to the OSS;

- Compute and collect taxes for land transfers.

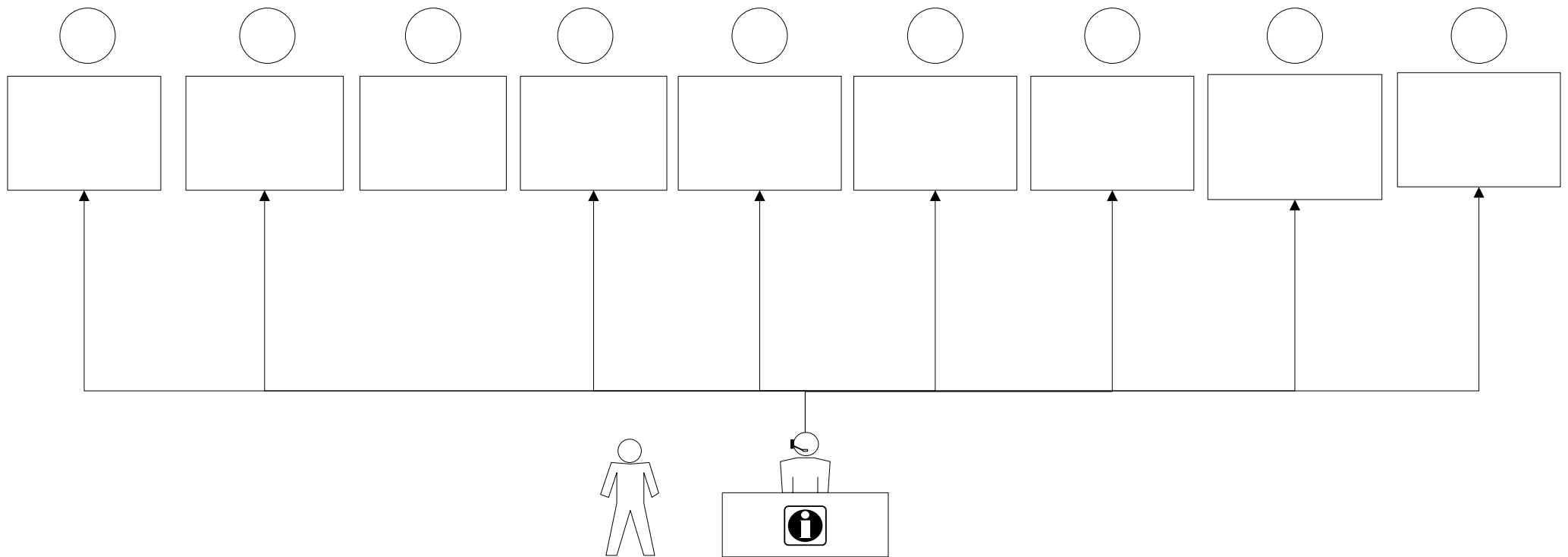
Functions in OSS	Required Documents	Output Documents	Operations	No. of Staff	Equipment	Payments	Requirements from BIR
Computation of taxes for <ul style="list-style-type: none"> • Sale of Real Property (Residential Areas only) Issuance of Certificate Authorising Registration (CAR)	-Deed of Sale (Absolute Sale or Assignment) -Title (TCT or OCT) - Latest Tax Declaration -TIN (in the absence of TIN, Barangay Certification of Residency) -Certificate of Improvement, if applicable -Survey (or location) plan, if applicable	CAR	1. Customer fills in the form 2. BIR Representative receives the form and documents and computes the tax from the documents 3. Customer pays at the bank. CAR processing commences as soon as tax is paid. 4. Report is prepared goes to RDO for signing of CAR 5. CAR is issued within five days	2 -4 (at most 2 from each district) * Examiner		6% CGT 1.5% DST + P15.00 doc Stamp & P25.00 certification fee	Record or manual of zonal valuation for the five (5) barangays.

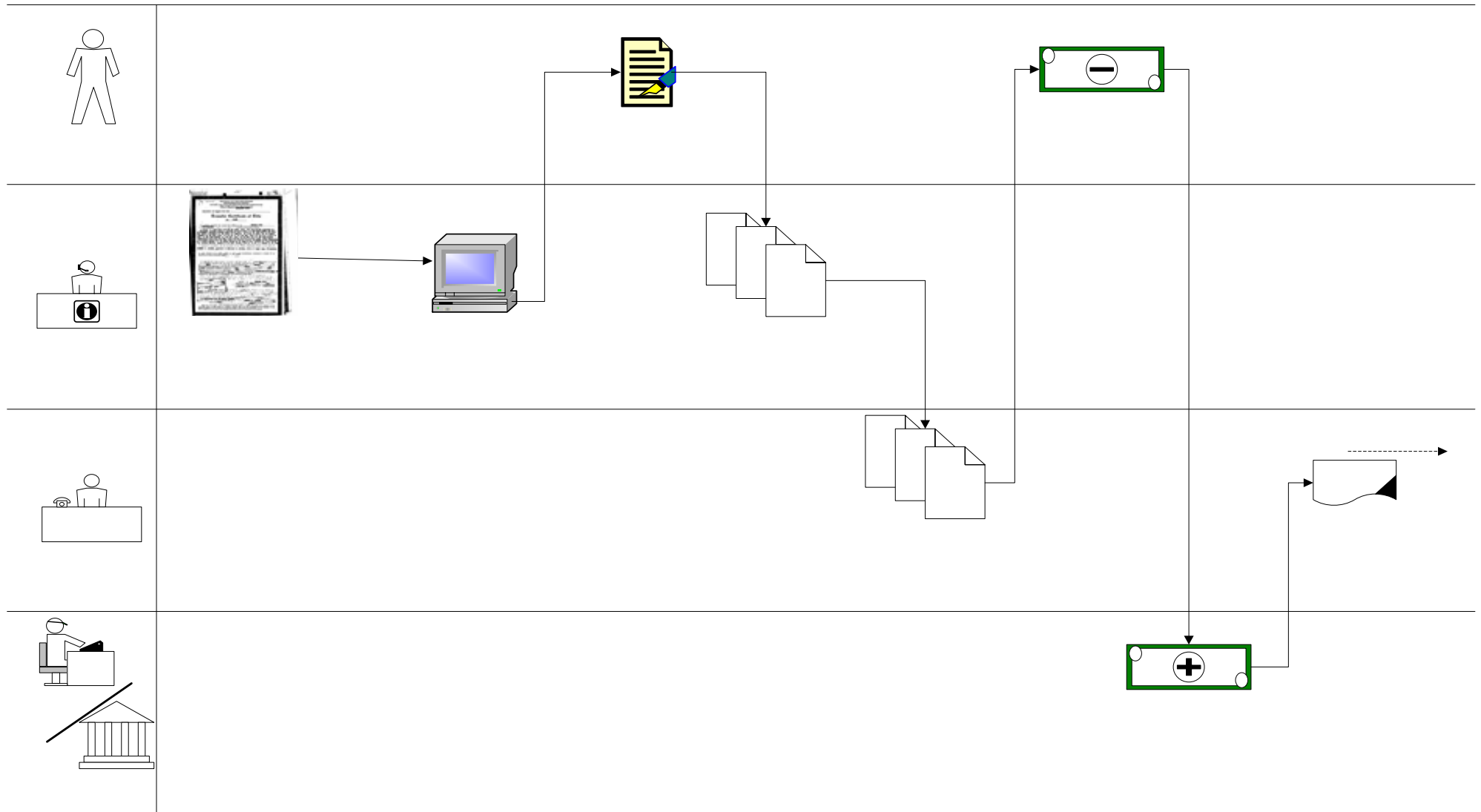
Functions in OSS	Required Documents	Output Documents	Operations	No. of Staff	Equipment	Payments	Requirements from BIR

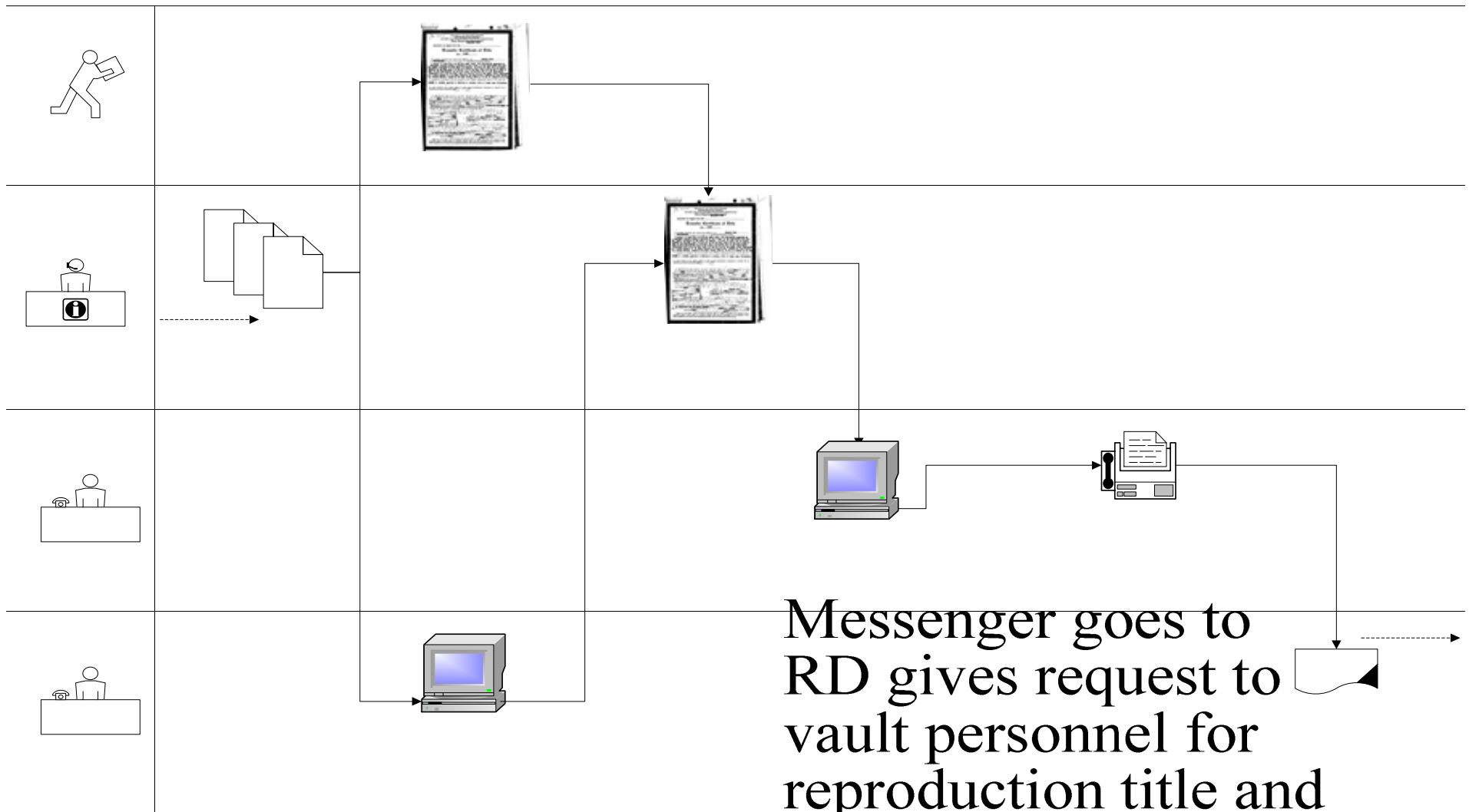
Issues

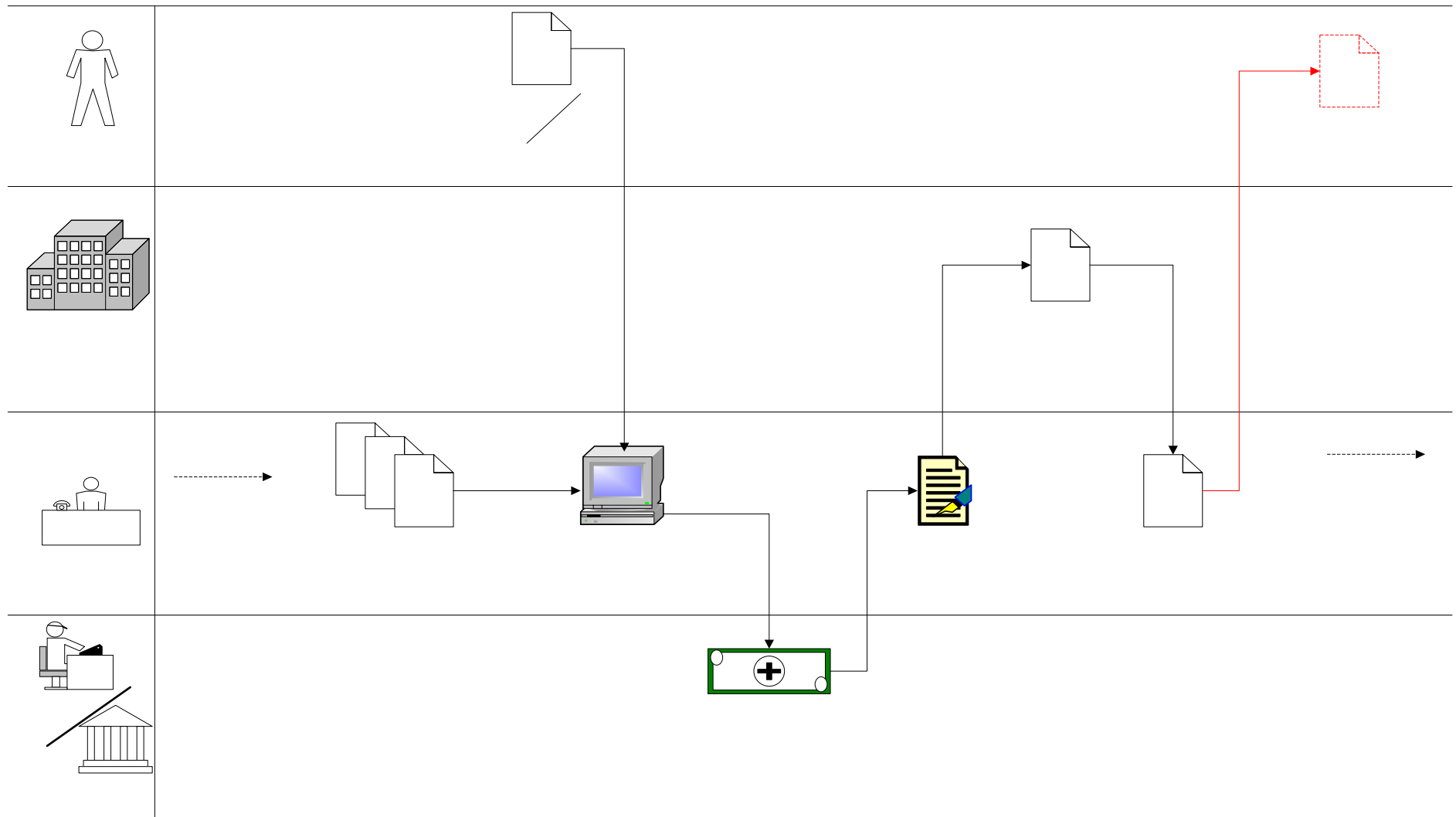
1. Authority of the person who collects the fees. BIR tax stamps can be pre-purchased by the City Treasurers. However the issue still remains who can be authorised to collect the certification fee.
2. Tax Verification Number (TVN) – The BIR representative can possibly be authorised to sign the TVN.
3. When the customer pays at the bank there is still a three day period before the bank confirms with BIR that the tax is paid. Where the property requires inspection it would be desirable that an ocular inspection be carried out during that period to minimise the delay in issuing the CAR.
4. Currently staff are assigned as an “officer of the day” for a single day and do not return to that position until the other teams have cycled through there turn. In between the y carry out field verifications (ocular inspections). The rotation cycle depends on the number of teams in the BIR office it could be 5, 7 or even 20. In the one stop shop the staff will be required to carry out a one month rotation and it may be difficult to get staff for the OSS.
5. Where a tax computation is disputed it may have to be forwarded to the national office for resolution, this will add extra processing time to the five days although the documents should still be able to be lodged at the OSS.
6. The allocation of the TIN could be expanded to allocation of TINs for LTO transactions, this could increase the no of people using the OSS significantly, especially at registration time. The introduction of this facility should be evaluated before the allocation process is expanded.

Prototype Implementation Office 2 One Stop Shop

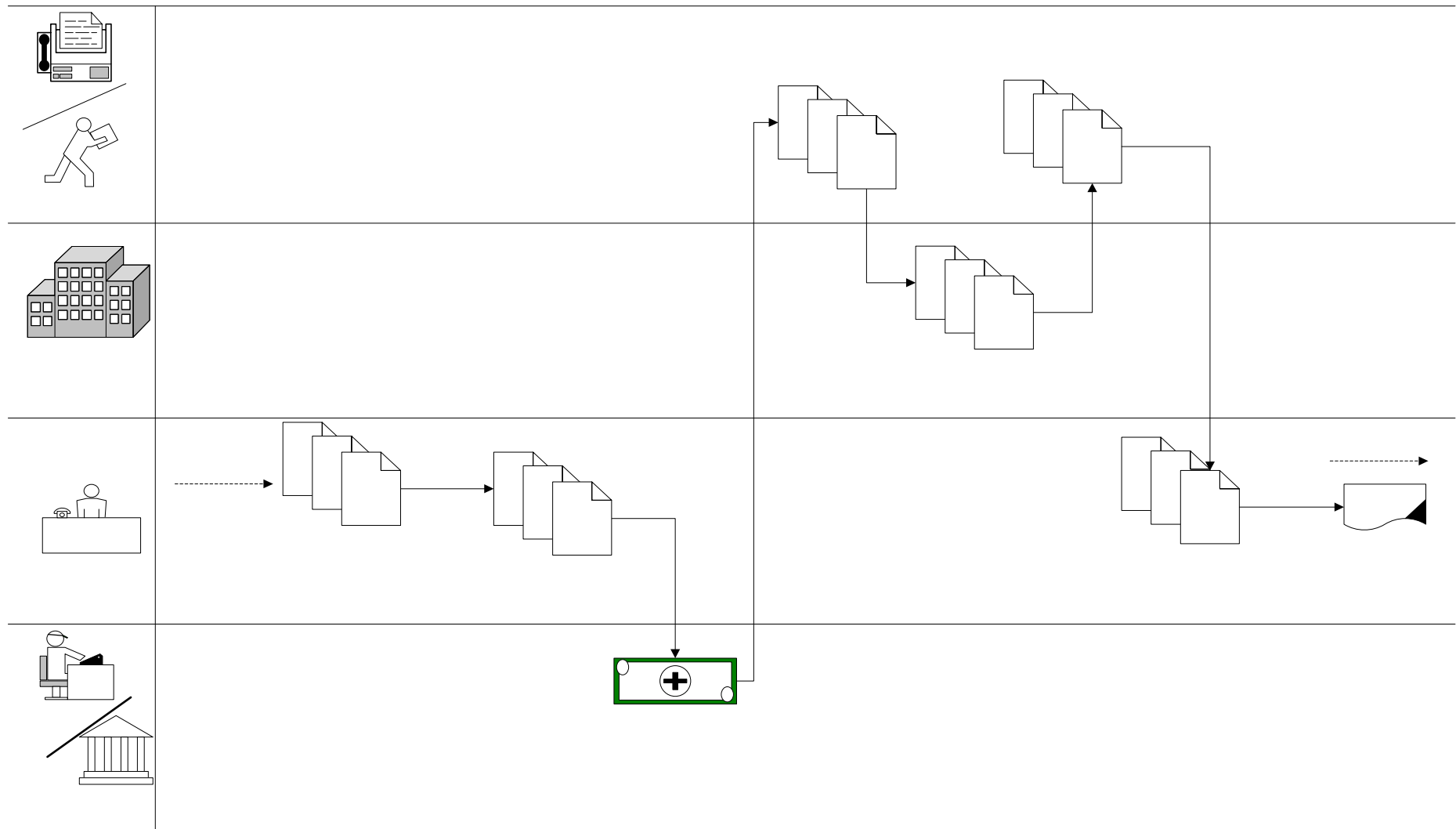




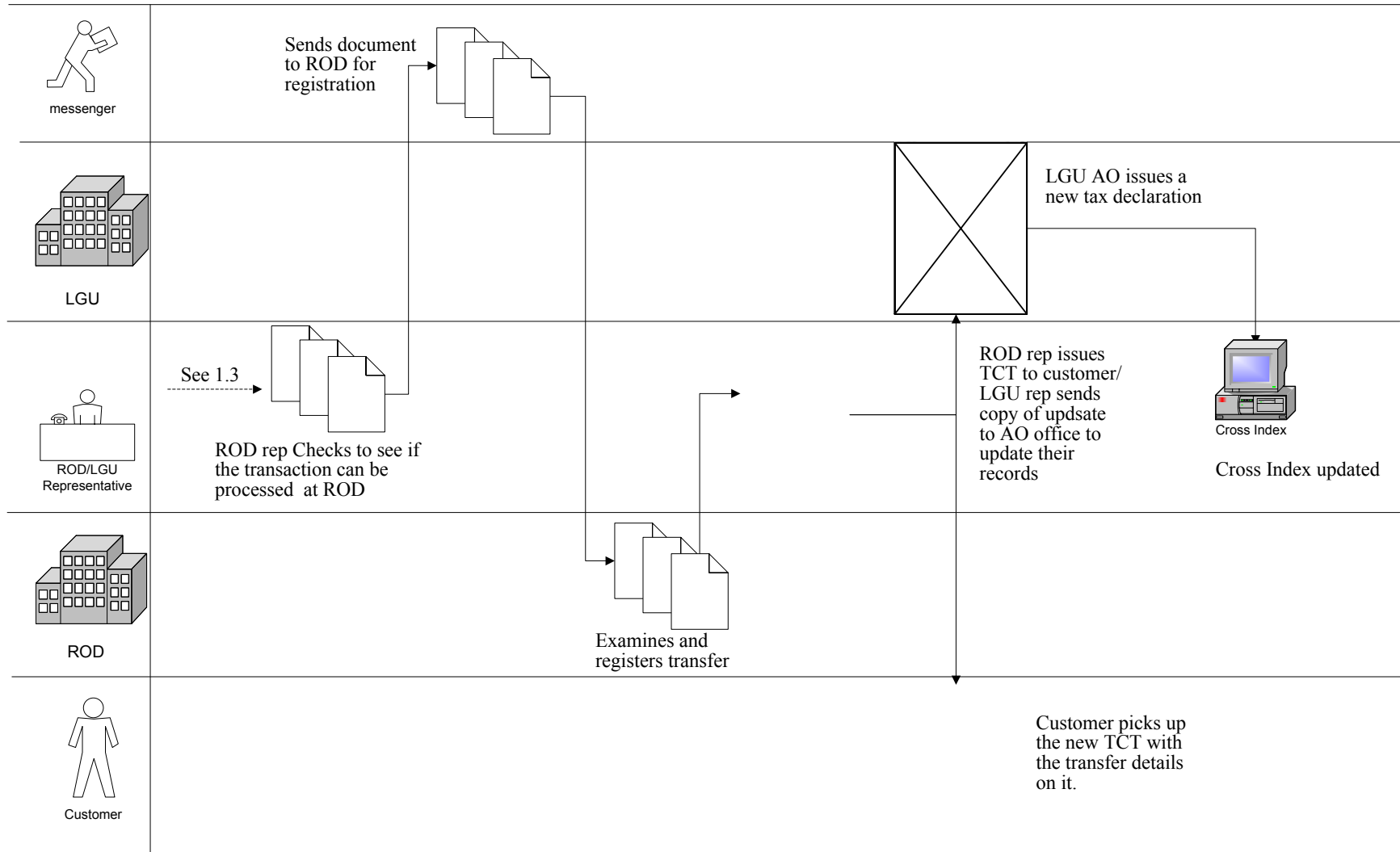




Customer



1.4 Transfer of Ownership



3. Issues for One Stop Shop

Timetable – Steps required before commencement

Physical location – Is the proposed physical location sufficient or is a larger area required.

Organisational structure – is the proposed structure of the organization acceptable.

Budget issues – how is the budget to be prepared; how the organization is funded; how fees are reported against relevant agency; how expenses are shared and profits distributed?

Operational issues – hours of operation, uniform, security. Need to develop an Operational Plan

Staff appointments – career structure, transfers, secondments, how staff are selected

Departmental and community education – what public relations activities should be undertaken?

BOO– possible impact of BOO on the operations of the OSS

Action plan for moving in - Time line from now to occupation – activities to be completed

Progress by each organization- report of the action taken to date by each organization to prepare for the move -Contacts from each organization to co-ordinate the transfer and setup

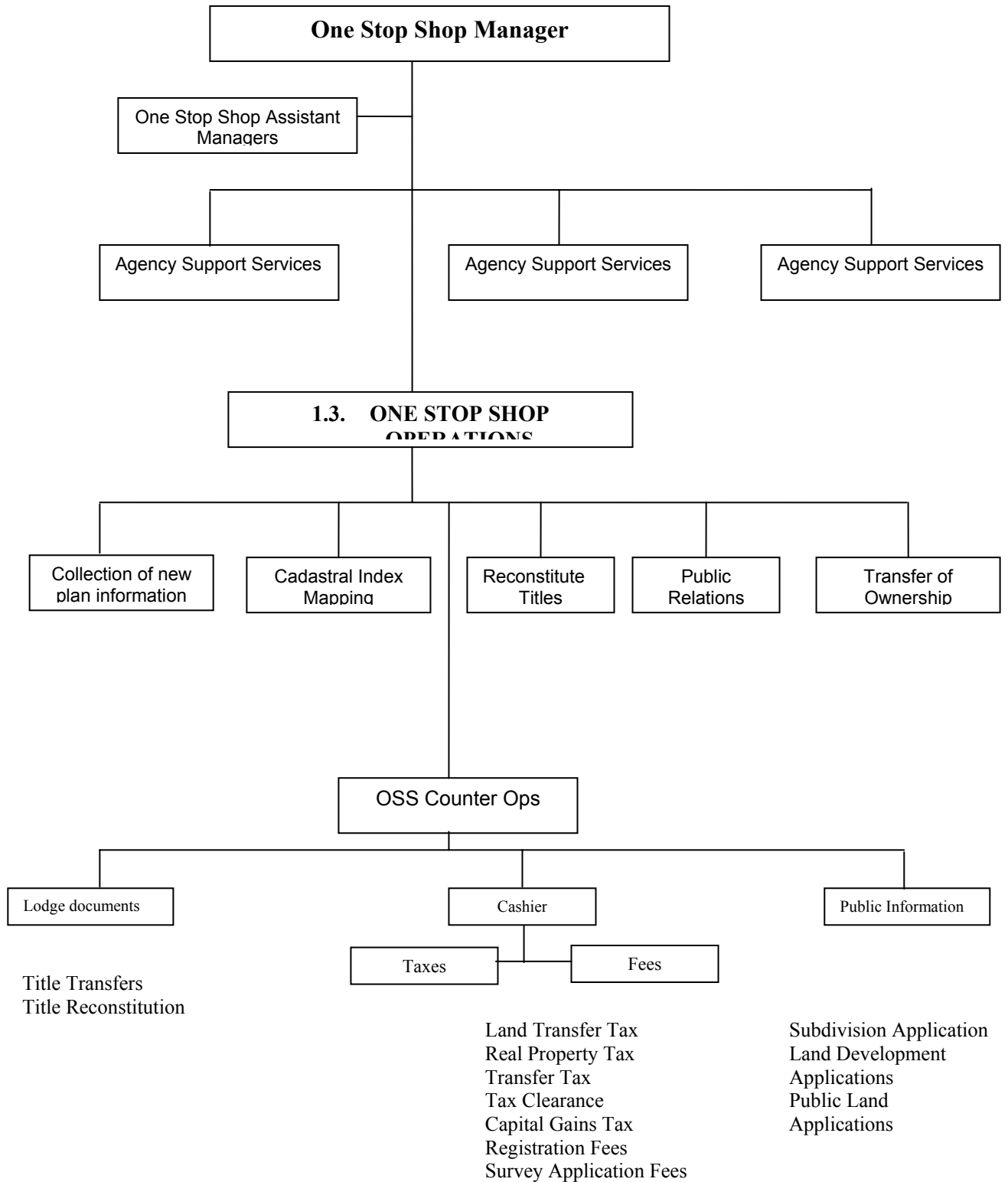
Physical layout of the One Stop Shop – describe the physical layout and indicate who will occupy various areas. Floorplan.

Resources –is the list of equipment and requirements of each organisation correct or are there other requirements

Structure and functions of each part of the One Stop Shop – will the structure and functions need to be modified as more operations are added to the One Stop Shop

Staff training and public/ profession education programme - required to get the One Stop Shop operations

9. 4. Functions of the One Stop Shop, Quezon City



5. The Operational Units of the One-Stop-Shop and Their Responsibilities

The Prototype Implementation Office 2 (PIO 2) shall be responsible for the over-all management and supervision of the One-Stop-Shop (OSS). It shall be composed of operational units each with defined roles and responsibilities.

Planning and Co-ordination Unit

- Develop annual workplan for One Stop Shop
- Liaison with all participating agencies
- Liaison with PMO and DENR/LRA/LGU/ROD
- Develop key performance indicators (KPIs)
- Develop Corporate and Strategic Plan
- Liaise with Build Own Operate (BOO) project

Support Services

- Budget development
- Monitor expenditure
- Procure civil works, equipment, services and materials
- Financial reports

Monitoring & Evaluation

- Statistical reporting on quarterly, half yearly and yearly basis
- Monitor against KPIs – quantitative analysis
- Quality Management – qualitative analysis

CIM

- Maintain maps of validated, reconstituted and new titles.
- Ensure unique parcel identifiers are allocated.
- Update CIM as required.
- Keep plan and parcel indexes up-to-date.
- Process subdivision plans – check plan quality, register the plan, update the title documents, update CIM and authorise issue of new titles. See regulation PD - 1529.
- Disseminate information about new subdivisions to participating agencies and the public.

Subsequent Registration (ROD)

- Process applications for the subsequent registration of land.
- Process orders by the court for judicial titling.

- Process all applications for the registration of land transactions and update title certificates.

Survey Desk Officers (LRA-DENR)

Responsible for providing information regarding survey applications to walk-in customers including status of survey or public land applications for those who may visit the OSS for follow-up; facilitate provision of assistance or services needed.

Electronic survey plan registration may be available from the BOO operated LRA.

Process subdivision plans – check plan quality, register the plan, update the title documents, update CIM and authorise issue of new titles. See regulation PD - 1529.

Registration Desk Officers (ROD)

Responsible for providing information regarding land registration, status of registration of lands within the Prototype Area. Facilitate provision of assistance or services such as in the case of registration of conveyances, transfers and issuance of certifications.

The title registration services will be provided through the ROD operated by the BOO.

Public Relations

- Maintain standard of public facilities – ensure adequate facilities are available
- Ensure relevant training for counter staff
- Prepare explanatory material
- Oversee signs and notices
- First contact for complaints
- Arrange regular liaison meetings with client groups such as lawyers, surveyors, valuers, banks and other lenders, NGOs etc

Responsible for giving general information regarding the project and the services extended by the project to walk-in customers and facilitating the provision of assistance or services when needed.

Counter Operations

- Answer public enquiries at the public counter
- Accept lodgment of documents
- Collect fees and taxes
- Deliver registered documents to the public

The front desk shall be composed of desk officers each responsible for a particular concern. The Front Desk Officers shall be responsible for the walk-in clients who may seek information or services from the OSS.

The desk officers shall be responsible for accepting and forwarding documentation to the Processing, Field and Registration Units for action.

9.1. Field Validation Unit

Shall be responsible for the actual conduct of field validation (including acceptance of public land application and investigations). This unit will operate as part of the Prototype Field Validation work.

9.2. Processing Unit

The Processing unit shall be primarily responsible for processing of all activities generated by the Field Validation Unit. It shall do records verifications, checking compliances with documentary requirements and consistency of data entries, preparation of notices, orders of approvals, typing of forms and provide support services to the Field Validation Unit. The unit shall support the Title Reconstitution activity generated by the Prototype.

9.3. Customer Relations Services Unit

This unit shall be responsible for the conduct of IEC and advocacy campaigns as well as social mobilization for the Project. Through the alliance building approach it shall develop relationships for the project with other agencies to ensure their cooperation as well as generate support for the long-term Program. They shall be responsible for building-up awareness regarding the project and benefits of land titling in the Prototype area as well as the general public.