

COMMUNITY RELATIONS SERVICES FRAMEWORK STRATEGIES OF PIO2



Report D2

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**Philippines - Australia
Land Administration and Management Project**



1.0 Introduction

This document outlines an evolving framework which will be updated and revised regularly to reflect the increasing experiences in Community Relations Services (CRS) work. Broadly, this document sets out the strategic direction for all CRS activities in Project Implementation Office (PIO2) to operationalize the Land Administration and Management Project (PA LAMP) Social Program Plan (LSPP) at the community level.

The overall goal of LAMP is to alleviate poverty and enhance economic growth, based on the assumption that a system of land titling and validation based on coherent policies and laws will deliver and foster efficient land markets.

LAMP represents the first phase of a long-term land administration and management program for the Philippines.

1.1 LAM Project Component

Prototype 2 in District 2 Quezon City has the following objectives: (i) to increase the quality and confidence in the land records system, (ii) to test the institutional interfaces between existing agencies, and (iii) to develop a comprehensive land records management strategy.

The major outcome of the Prototype 2 in Quezon City will be field proven, documented procedures to systematically validate titles and title reconstitution. Other outcomes include the charting of parcels on Cadastral Index Mapping (CIM), systematic field validation of titles as a result of office validation procedures, and the integration of CIM into the Register of Deeds (ROD) for the five involved barangays in Batasan Hills, Bagong Silangan, Commonwealth, Holy Spirit and Payatas. More importantly, improved services to the public through the operation of the One-Stop-Shop (OSS).

Field validation is one of the main activities of PIO2. Field validation attempts to locate records from landholders/titleholders and occupants that are no longer available in government agencies dealing with land.

Field validation and title reconstitution are linked with CIM and office validation of records. Field validation is used to help confirm ownership of a parcel from the records held by the landowner. Field validation occurs where a title does not exist in the ROD or in certain cases where a record is disputed between agencies.

1.2 Purpose of CRS

Facilitate meaningful involvement and participation of men and women stakeholders in the development and testing of methodologies for the improvement (including gender sensitization) of the land records management systems for LAMP PIO2.

To achieve this purpose, CRS will undertake the following:

- Ensure close coordination with all the components of PIO2.

- Examine and respond to community land-related concerns, including gender issues that are within the scope of LAMP concerns.
- Ensure the participation of both women and men in the development and testing of methodologies for the improvement and gender sensitization of the land records management system of PIO2.
- Raise the consciousness and awareness level of community members on the different aspects of land administration in prototype barangays as well as other stakeholders so that they can be involved in the development of procedures and methodologies to validate titles.

1.3 CRS Deliverables

1. Intensify awareness raising and capability building of local officials and communities in land related issues.
2. Develop and produce CRS guidebook/manual as guide to community participation.
3. Strengthen local organizations involved in land records and other land related issues:
 - Formation of BAG which is made up of the presidents of homeowners associations in the prototype areas; and
 - Strengthen alliance with non-governmental organizations and people's organizations (NGOs/POs).
3. Develop a wide range of media that is responsive to the information needs of different stakeholders, such as:
 - Popularize media materials for specific stakeholders;
 - Produce and disseminate posters/leaflets/pamphlets/banners;
 - Develop radio programs focusing on the project's activities and its benefits; and
 - Produce video clips/materials on land related issues.
5. Intensification of education campaigns for partner agencies and other organizations such as business groups and professionals through:
 - Conduct consultative forums, symposia and conferences;
 - Hold orientation/consensus building workshop;
 - Provide technical workshops; and

- Document lessons, i.e. best practices, learned in field operations.

1.4 Activities carried out by CRS to date

- Conduct social preparation and facilitate community mobilization.
- Arrange the initial meeting with barangay chairperson, including community calls and project orientation.
- Spearhead the establishment of the barangay advocacy group (BAG).
- Arrange and initiate the conduct of series of community consultations and subsequent consultative education workshops.
- Conducts meeting with homeowners association and peoples organizations (HOA/PO) presidents, community leaders and other social groups to explain the entirety and the processes that will take place within the area.
- Initiate mass campaign to provide information to landholders and informal settlers of the field validation activities.
- Assist in providing notification to landholders of the forthcoming activities to be undertaken.
- Follow through on the overall success of the field validation and identify any gaps or problems.
- Develop and recommend appropriate measures/approaches to mitigate or rectify field validation methodologies.
- Conducts integrative or interactive forums among communities as venue for facilitating feedback of the results of the field validation activities.

2.0 Profile of the Pilot Areas

Prototype 2 covers five barangays in Congressional District 2 of Quezon City: Barangays Bagong Silang, Batasan Hills, Commonwealth, Holy Spirit, and Payatas. Table 1 shows the aggregate land area of the five barangays to be about 2,487.933 ha, with a population of approximately 441,212 densely packed into around 91,911 households (*Barangay Profile, Barangay Operations Center, 2000*).

Approximately between 30-40% of the population has the legal status of informal settlers. By far, the largest cluster of informal settlement of household in the country. Interspersed among these generally urban poor communities are private middle-class subdivisions, national government buildings, and large commercial centers. In the resolution of land management problems in the Philippines, the Prototype 2 in Quezon City posed the most formidable challenges faced by the government. Land classification anomalies surfaced almost immediately in the listing of the area as “untitled forest land” under the jurisdiction of the Department of Environment and Natural Resources.

Table 1. Barangay profile of the five prototype areas, Quezon City

Barangay	No. of Puroks	Date Created	Name of Creation	Land Area (ha)	Pop'n	Household
Bgng. Silangan	3	June 25, 1975	EO 24	750	32,497	7,312
Payatas	-	March 5, 1976	Crt Order	494,000	112,690	24,181
Batasan Hills	5	Feb. 25, 1983	BP 343	517.3815	86,000	15,176
Holy Spirit	-	Aug. 11, 1982	BP 546	255.53612	89,456	19,182
Commonwealth	-	June 25, 1975	EO 24	471.0153	120,569	26,060

Source: *Barangay Operations Center*, Local Government of Quezon City. Data on population and household as of May 2000.

In 1960, the National Government Center (NGC) with four of the barangays under its jurisdiction attracted the uncontrolled and unabated influx of informal settlers/migrants to its wide expanse of open, unused land. Unoccupied privately-owned lands were similarly invaded by migrants, some taking advantage on the informal settlers. The community insisted that the land they occupy is a government-owned property and not private. This situation will continue unless appropriate reform measures are effected. In the meantime, the disadvantaged informal settlers can only be heard if they organize themselves into effective power blocks, or joining in community organizations with the hope that their rights, interests and welfare will be protected.

Clearly, the above historical antecedents, illustrates how difficult it is for the Prototype 2 to navigate its development course. Residents desperately want land titles to the lands they occupy. Yet they fear threatened by past and present experiences with similar government projects that land registration processes will result in their eventual eviction and displacement. This is exacerbated by the presence of organized syndicates who allegedly prey on the hapless informal settlers/landholders by collecting some Php550 monthly dues as “protection money” in exchange for their informal settlement to the land in which they occupy. Failure to pay the syndicates would simply mean harassment and even outright eviction. Because of the periodic eviction, communities continually struggled for years and organized themselves into their own interest groups in an effort to stop or repeal forced evictions and that pressure the government into allocating the land for them.

2.1 Significant Problems in Implementation

The community assemblies conducted in Barangays Holy Spirit and Batasan Hills on October 2, 2001 and February 5, 2002, respectively, elicited a number of problems:

(i) apprehensions that the LAMP is a “smokescreen” for the government to scrutinize how the informal settlers can be evicted from the land they occupy, (ii) communities posed a strong challenge to the Project on how it could directly address and settle land disputes, (iii) perceptions that the Project is futile as it does not provide tangible or direct benefits in the form of housing, land ownership to the informal urban poor settlers, (iv) LAMP, being a new Project, is being seen as another Community Mortgage Program (CMP), a financing scheme for urban poor providing loans to community associations for the purchase of land, site development and house construction at 6% interest over 25 years. It is feared as

in other similar government projects' which involves land registration and management processes that it will result in eviction and dislocation of informal settlers, and (v) confusion regarding land classifications such as NGC, A&D or unclassified forestland area.

It must be noted that widespread cynicism about promises of instituting a reform agenda is deep-rooted and stems from community distrust of government projects. As a consequence, the credibility of government initiatives is at a low level, especially those dealing with reforms. This situation may lead to a raised level of consciousness and the emergence of some social anger that can provide the basis for a militant community. This is further underscored by the very nature of how government deals with its beneficiaries. Seemingly, in both the executive and legislative branches of government, there is stonewalling on land reform agendas, which have not been translated into meaningful program packages. This is compounded by the fact that government is unable to curb the presence and proliferation of syndicates operating in the Prototype barangays. These syndicates often victimize and betray informal social groups through peddling of black propaganda and disinformation to thwart any government moves to institute reforms that may affect syndicates. These syndicates directly benefiting from complexity, they tend to be better organized and possess solid networks to oppose any change.

In response to the concerns raised by the urban poor informal settlers, the LSPP allows a consultancy to begin in November 2002 to:

- i) Strengthen the awareness and understanding of project staff how LAMP fits within the overall government structure and policy on land in regard to informal settlers, and
- ii) Strengthen the awareness and understanding of the community, in the project locations on the objectives of the LAM Project.

Specifically, the scope of work covers, among other things:

1. Investigate and report on government policy on land and informal settlements in Quezon City
2. Investigate and report on nongovernmental organizations, community organizations projects, agencies, committees and other groups in Quezon City that affect informal settlers. Identify the key players and their contact details.
3. Using the information gathered in 1), 2), and 3) analyse and report on how the objectives of LAMP complement government and nongovernmental initiatives for securing land for informal settlers.
4. Recommend actions that LAMP could take in relation to selected projects or linkages with organizations that would enhance PIO2 operations and its relationship with the community.
5. Recommend appropriate information materials and a communication strategy for explaining the objectives of LAMP in relation to informal settlements, to the public. (One point of distribution of hand out materials will be the One-

Stop-Shop where people can come to have their land transactions processed expeditiously).

6. Provide a training session to LAMP staff on the outcomes of tasks 1-6 (above), and
7. Provide a Final Report to TA Team Leader on results, outputs and recommendations of tasks 1-7 (above).

3.0 Review of Past CRS Activities and Lessons Learned in PIO2

The approaches used by the CRS to date are discussed, as follows:

3.1 The Local Advisory Group

The Local Advisory Group (LAG) was organized as a policy working body of PIO2. It is a social structure designed to facilitate participatory development in LAMP as it includes local government, central government agencies and nongovernmental organizations.

LAG membership includes:

- City Mayor
- Regional Executive Director, Department of Environment and Natural Resources – National Capital Region (DENR-NCR)
- Director, Register of Deeds (ROD)
- District Revenue Officer, Bureau of Internal Revenue (BIR)
- City Treasurer
- Barangay Captains of the five prototype areas
- Representative(s), National Government Center Housing Project
- Representative(s), Land Registration Authority
- NGO or Civil Society Nominee
- Project Implementation Office 2 (PIO2)

The LAG convenes twice every quarter to assess the CRS activities. The LAGs roles and functions as envisioned seem to be underutilized. The expertise and the resources of each member-agency or their representatives are not fully optimized due to unclear roles and poor agenda planning. During the meeting, members just listen to the reports by the CRS officers on activities obtaining in the prototype barangays. The meeting culminates without any substantive issues or concerns being tackled. It is envisaged that the LAG should be involved in the strategic policy directions and review of the overall activities of the PIO2. The PIO2 should take advantage of the technical support services offered by these agencies to their beneficiaries.

3.2 Social Preparation and Networking

Prior to the implementation of the field activities, the CRS has been conducting initial coordination activities, starting with courtesy calls or informal community meetings with barangay officials in Holy Spirit. Social preparation for other pilot barangays has yet to be

scheduled by the respective involved barangay chairperson. During the courtesy calls, information on the Project is provided and arrangements discussed for the subsequent field activities to be undertaken. This also involves building of rapport with barangay officials to gain background information about the barangays and the introduction of the project and its activities to the involved communities.

3.3 Community Assembly

Community assemblies or mass assemblies have been the initial approach of the CRS during the early phase of the community pre-entry in early February and March 2002 in Holy Spirit. The assembly was intended to provide orientation on the PIO2 and in the conduct of the Geographic Positioning System (GPS) activities. The assemblies provided the opportunity for barangay leaders and community members to raise and clarify issues and problems on field validation to gain support of and cooperation from the community. This approach using mass assemblies as the venue for orientation on the PIO2 was discontinued due to: i) extremely difficult to facilitate and convey the message across a large number of participants ranging between 200-350 and coming from different areas in the barangays, ii) promotion of closer social interaction was not possible due to the large number of participants, and iii) information flow is one way as the participants has no opportunity to feedback or express their sentiments about the project.

In view of the need to effectively facilitate and address the confidence-building requirements of the Prototype 2, the CRS organized a local network composed of partner-agencies. These constitute the information and community development staff of DENR-NCR, LRA, ROD, CRO and UPAO of the Quezon City LGU. The participation of the UPAO during the initial community mobilization in Holy Spirit helped in addressing the questions raised by the community regarding CMP activities. The involvement of UPAO in the initial CRS activities was recognized as significant because they hold influence and jurisdiction over these barangays. The UPAO is primarily tasked in the registration of all NGOs/POs operating in the prototype barangays. More importantly, the administration of the CMP is lodged in this office. As a result, the community gained the trust and confidence of the UPAO since some of the community members benefited from the CMP. In the meantime, the overlapping activities of UPAO vis-à-vis their own programs constrain their representatives to join the CRS field work.

3.4 Formation of CRS-Technical Working Group

The formation of the CRS-TWG, a think-tank and coordinative body of PIO2, highlighted the need for a CRS Strategic Planning Workshop. This was held in March 2002 in Baguio City. The CRS-TWG jointly provided invaluable insights and recommendations on how the Project should effectively generate and increase public awareness in the Prototype areas. The workshop also served as venue for barangay officials of the Prototype areas to gain knowledge about the Project. The workshop recommended, among others things, the use of the area-based community dialogue as opposed to community assemblies as more effective in disseminating the objectives of field validation activities to as many community members as possible. The Area-Based Community Dialogue (ABCD) is effective in terms of: (1) ease of facilitation because the participants come from a contiguous area, usually attended by about 50-150 community members within a given purok, (2) building knowledge and getting feedback from the community members in the Prototype by eliciting their views and suggestions, and (3) promotion of social interaction

due to limited number of participants to which views and suggestions are easily ventilated and responded to accordingly.

3.5 Formation of Barangay Advocacy Group

The BAG is a community-based network for implementing CRS strategies and activities. It is comprised of the local leaders and presidents of various NGOs/HOAs operating in the Prototype area, Barangay Security and Development Officers (BSDO), purok leaders and some elected officials. In Barangay Holy Spirit, for instance, the BAG was first organized and pilot tested to provide support for the CRS campaign in disseminating information about the project objectives and initial community mobilization. The BAG has shown to be effective as a coordinating body to formally introduce the PIO2 and gain social acceptance among barangay officials and community members. It facilitated the community interaction and integration of CRS with barangay officials and community members through the conduct of initial community dialogues and broad swift consultations. The formation of the BAG involved initial consultation and close coordination with local officials and other concerned groups such as the POs/HOA. A workshop was held as a venue for conducting project orientation and education campaign to enlist the help and cooperation of the social groups.

In Barangay Holy Spirit, the BAG has paved the way for the effective social preparation of the community to participate and be involved in the development process. Other barangays under the prototype, namely Commonwealth, Bagong Silangan, Batasan Hills and Payatas have yet to schedule the BAG formation.

The BAG can also be a source for identifying opinion leaders as champions who can help validate and disseminate the outputs of the policy studies to the communities. The opinion leaders, once identified, shall undergo basic facilitation skills, community participatory processes, conflict resolution and technical training to have their capacities become key to propelling the project to a higher level.

3.6 Area-Based Community Dialogues

The ABCD is an effective means for disseminating the objectives of the project and its potential and long-term reform agenda. It has shown to promote closer social interaction among and between the community members and the prototype staff due to limited number of participants. The dialogue engaged a wide cross-section of the community in explaining the proposed reform directions and getting their support and cooperation. People tend to be encouraged to speak their minds: problems and issues are openly discussed and immediately acted upon collectively. The ABCD serves as a vehicle for feedback on people's views and concerns. The PIO2 will increasingly use this approach to gain support and cooperation from the involved communities; deepen and impress upon them their understanding and awareness, and build knowledge in the communities about the prototype and its benefits.

An oral presentation of the intent of the project and the subsequent activities is communicated by the team. The team is composed of the CRS Officer, Chief, Field Validation and Reconstitution Unit, Chief, Planning and Development Unit, Chief, Monitoring & Evaluation Unit as well as representatives of the Quezon City LGU-UPAO and CRO. The LAMP Community Relations Services Framework Strategies (LCRSFS)

encourages that the team must use visual materials, e.g. flipcharts, brochures, handouts and other related reading materials in their presentation. Experience of educators and salesperson reveal that learning is made easier when ideas are expressed in pictures or diagrams. Furthermore, research experience tells us that about 20% of communication to individuals is non-verbal. Getting information across to them through the use of visual presentation helps to overcome language barriers.

Beginning third quarter 2002, the CRS has conducted about 10 area-based community dialogues in Holy Sprit, Payatas and Batasan Hills. The first ABCD was held April 6, 2002 and the latest August 24, 2002, respectively, in these barangays.

The communities prefer that the ABCD be conducted during weekends. Apparently, Saturdays are free time for community members to have the opportunity to attend and actively participate in the CRS dialogues and consultations. The CRS team will also determine the most convenient time for both women and men-members of the community to attend the ABCD. At present, majority of participants are women. To invite more men to participate, the CRS team will try to conduct ABCD sessions in the evening to test if indeed the schedule of the said dialogue is a factor to men's participation.

3.7 Production and Dissemination of CRS Materials

The CRS has developed, distributed and trialed a number of PIO2 advocacy materials in the form of brochures/leaflets highlighting the project and the future benefits that the communities may derive. These materials were distributed during the community dialogues. The materials include brochures written in vernacular such as "*Maayos na Talaan, Kaagapay ang Mamamayan*" (Community Involvement in Good Record Management), *Ang Prototype ng LAMP* (LAMP: As Prototype) and reproduction and dissemination of the Primer on CMP. There has been no formal evaluation done on the effectiveness of these brochures/leaflets. Nonetheless, in Barangay Holy Spirit, an attempt to do a quick, random interview with participants before and after the community dialogue elicited some initial responses on whether the information was getting through and whether or not it is being accepted and understood. Generally, responses given by the participants are one in saying: *Malinaw naman at naiintindihan namin ang proyekto sa pamamagitan nitong mga dokumento.* (It is quite clear and we understand what is being conveyed by these brochures about the project).

It is proposed that prior to the scheduled community dialogues, brochures/leaflets and other materials highlighting the project should be distributed and disseminated to the community members. This would allow the communities to browse over these documents prior to the dialogue.

The gender sensitivity of the CRS materials will also be ensured so that both women and men can effectively relate with their messages.

Below is a summary table showing the approaches/initiatives and functions used by the CRS in PIO2:

Table 2. Approaches used by CRS in PIO2

Approaches	Functions	Suggestions to Further Enhance the Approaches
Local Advisory Group	<ul style="list-style-type: none"> ▪ Policy making body of LAMP PIO2 	<ul style="list-style-type: none"> ▪ A powerful group composed of politicians, technocrats and service-oriented individuals from both government and non-government organizations that needs to be effectively tapped to provide PIO2 with policy directions and critical review of activities. This can be done by identifying champions within the LAG and regularly inviting them to serve as resource persons in certain activities. The LAG can also be given “high-profile” responsibilities particularly to individuals or as collective efforts that would accrue “positive points” to members.
Social Preparation and Networking	<ul style="list-style-type: none"> ▪ Set the stage for the initial establishment of rapport with barangay officials and obtain background information about the communities 	<ul style="list-style-type: none"> ▪ Increase the frequency of visits and/or presence of CRS in the involved barangays – talking to local leaders, opinion leaders/community members through one-on-one or small group discussions and impress upon them the objectives and benefits of improved land records. This may include lobbying with influential people within and outside the communities who are attuned to change and who can help convince and motivate other community members.
Community Assembly	<ul style="list-style-type: none"> ▪ Present a “wholesale” perspective of the project to a large social group 	<ul style="list-style-type: none"> ▪ Break up community interactive consultations/discussions into puroks, and area-specific dialogues to effectively disseminate and get feedback from communities.
CRS-Technical Working Group	<ul style="list-style-type: none"> ▪ UPAO helps in facilitating and addressing the queries raised by the communities about the CMP 	<ul style="list-style-type: none"> ▪ Invoke the MOA upon the representatives of the UPAO/CRO that LAMP-PIO2 is a collaborative project between Quezon City government, DENR, LRA and ROD. Engaged in a joint action planning with UPAO by explicitly identifying and defining the specific roles and responsibilities of each parties, taking into consideration the limitations of each individuals/units, and agree on a practical arrangements where complementation can be undertaken

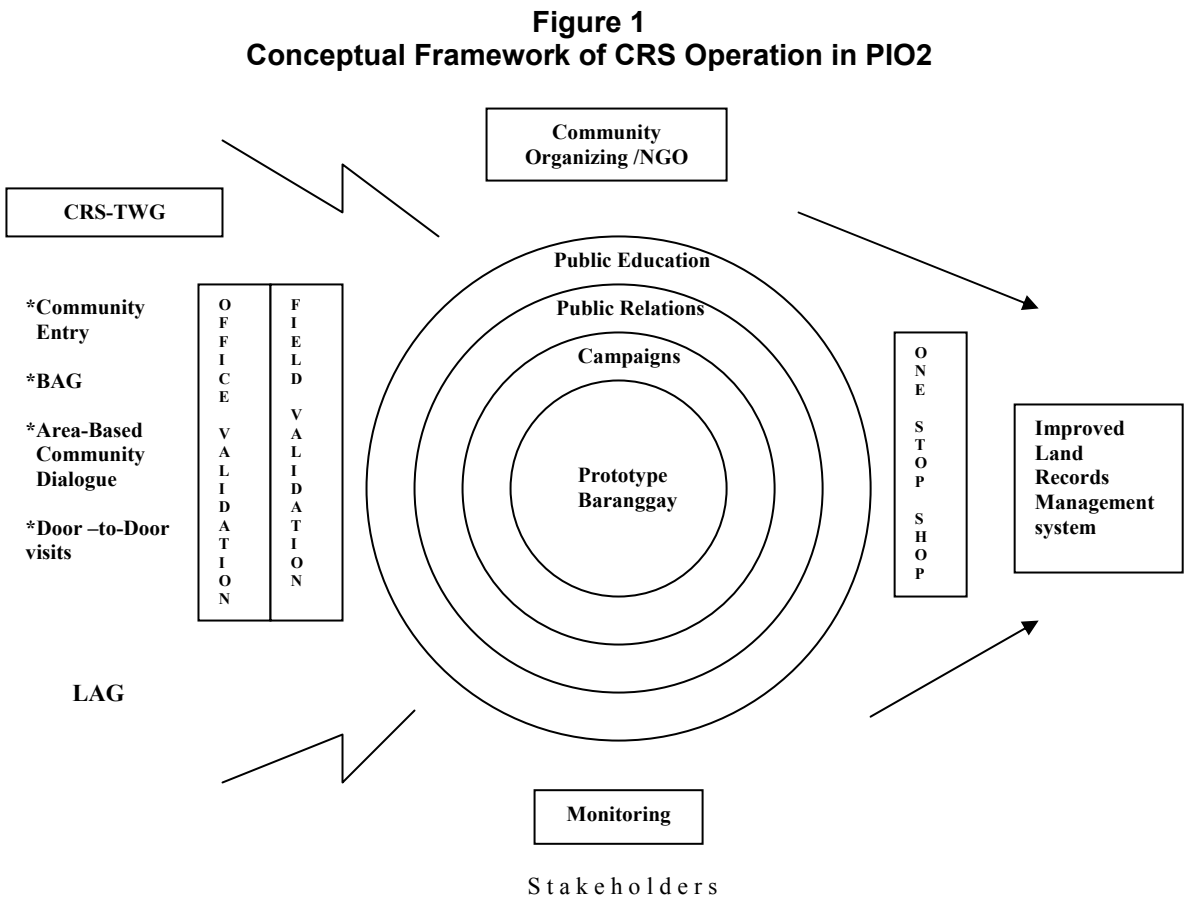
		in the areas of operation, type of assistance, cooperation, etc.
Barangay Advocacy Group	<ul style="list-style-type: none"> ▪ Effective coordinating body in the pilot areas 	<ul style="list-style-type: none"> ▪ Identify who are the early adopters (opinion leaders) within or even outside the community, e.g. church, militant or revolutionary groups, etc. Talk and impress upon them about the project and the benefits of improved land records. Employing early adopters in the CRS promotion and education campaigns are beneficial because this group (early adopters) have the greatest contact in the community – to help in pushing for the promotion process – spreading word-of-mouth and advice among individuals and community members
Area-based Community Dialogue	<ul style="list-style-type: none"> ▪ Generates closer social interaction among and between communities and the project staff 	<ul style="list-style-type: none"> ▪ Adopt the same suggestions as above.
Production and Dissemination of CRS Materials	<ul style="list-style-type: none"> ▪ Reinforces the dissemination of information to communities 	<ul style="list-style-type: none"> ▪ Need to develop and enhance brochures/leaflets/pamphlets in vernacular focusing on land related laws, policies and procedures. Disseminate to involved barangays such print media materials containing information about land related issues, and complemented by putting up banners or posters at strategic areas in the communities. ▪ Develop kit for “Frequently Ask Questions” (FAQs) that would specifically address queries and concerns of communities and other interest groups during consultations. ▪ Explore possibility of tapping existing radio program of certain barangay captain from Commonwealth. Develop a joint radio program to broadcast PIO2 activities and the potential benefits of improved land records.

In all of the above approaches, the CRS will ensure the equitable participation of both women and men.

4.0 Conceptual Framework of CRS Operation in PIO2

The conceptual framework of CRS is illustrated in Figure 1 showing the interrelationships of the different components, activities and communication mechanisms. This framework is the main instrument for translating the LSPP for increasing communities and other stakeholders’ involvement and participation in the project.

The success of the field validation activities is dependent on the effectiveness of the CRS advocacy campaign – that is, the quality and timeliness of information conveyed and disseminated to the titleholders, land claimants, informal settlers and syndicates. The proposed setting up of the OSS operation is a convergent effort of various agencies involved in land registration namely LRA, ROD, BIR, and Assessor’s Office. Ultimately, the OSS will bring about easy access to improved land records and management to the barangays in particular, and the communities in general.



One of the touchstones of the CRS is consciousness raising among community members. Every activity impinges on consciousness and every rise in the level of consciousness of the people results in a better awareness and understanding of the land records and management. The community relations strategy will use a combination of various communication media, such as public relations, public education, campaigns, among other things, to push for the proposed reform measures for PIO2 (refer to Annex B). The aim is to build people’s knowledge, skills and attitude (KSA) about the project. These different mechanisms have the same act of communication, which is basically to convey and

disseminate ideas and messages from one party to another, as wide as possible, about information on testing of methodologies for improving land records management systems. Community relations therefore necessitate mobilization of the community to steer them to support the field validation and title validation as a collective and organized group. The concept of community organizing (CO) takes as its basic premise the realization that the will to participate must be developed - that the people must be encouraged to define their individual private life in terms of larger issues of social structure, and that the need to act as a unified collectivity must be instilled in the community.

5.0 Key Stakeholder Participation

The LSPP says increased participation in LAMP is important for two reasons: First, participatory development supports poverty reduction by creating more effective, equitable and sustainable activities. People develop a sense of ownership and commitment to activities when they have worked together to assess their problems and resources, considered and evaluated possible solutions, chosen actions, and formulated plans to initiate, manage and evaluate their project. By building and enriching social networks, participatory development enhances social capital, the most fundamental resource on which everyone relies for survival in the face of adversity or limited opportunity.

Table 3 shows the appropriate IEC approaches to enlist participation and draw support from different types of stakeholders. Details of the information, education and communication (IEC) approaches and strategies are shown in **Annex C**.

Table 3. Approaches to participation by type of stakeholders in PIO2

Types of Stakeholders	Level of Participation	IEC Approaches
Titleholders	Consultation/Collaboration	Community meetings, small group discussion, alliance building, advocacy campaign, popular education, etc.
Land Claimants	Consultations/Collaboration	Community meetings, small group discussion, alliance building, advocacy campaign, popular education, etc.
Informal Settlers	Consultations/Collaboration	Community meetings, small group discussion, alliance building, advocacy campaign, popular education, etc.

In the case of the above IEC approaches, gender sensitivity will be a key guiding principle in the operationalization.

6.0 Role of NGOs in Prototype Barangays

PIO2 has forged a coalition/partnership with NGO (Philssa), who will operationalize the CRSFS in the prototype areas and be directly engaged in social mobilization. The NGO may also be tapped to collectively develop and design a customized communication strategies that will provide the most effective means of conveying information and messages to the Prototype 2 communities. It is believed that the conduct of field validation by NGO is a positive move to douse pessimism and distrust of communities towards the project. Notable POs, such as the Sama Sama in Commonwealth, COSA in Payatas A and Batasan Hills, and ALMA-LUPA in Payatas B, have taken root in these communities and are adept at the politico-socio-cultural dynamics obtaining to these communities.

The functions being negotiated with Philssa is to spearhead social mobilization, including community planning, orientation and consultation, conduct of capacity building activities (with a particular focus on developing the self-critical awareness), facilitation skills, and building support and cooperation of stakeholders.

7.0 Proposed Community Entry

7.1 Building on Local Culture of Community

The residents of PIO2 barangays in Congressional District 2 of Quezon City are basically heterogeneous. They are migrants who came from various provinces of the Philippines and informally settled in the prototype barangays. As such, their long years of struggle over land have developed into a “culture of distrust” towards government initiatives. The existence of such diverse cultures can and should be studied and taken into consideration in building upon the CRS mechanisms where community can play a crucial role in the Project. One way of making initial contact with communities at the same time gathering potentially useful information on the communities, is to establish initial linkages with local community leaders and to inquire into the community’s life and its people. The CRS team is encouraged to obtain information (see Table 4) from the barangay secretary, or any other local official appointed by the barangay chairperson of each involved barangay.

Generating family profiles of the communities will certainly provide a significant input to design and development of communication strategies about the project. The data to be collected from individual households will show who among the community members benefited from the government-initiated projects on Community Mortgage Program (CMP) and the National Government Center Housing Project (NGCHP). Beneficiaries of these projects may have acquired some degree of trust and confidence in government as a result of the direct benefits they derived from government housing projects. The information will significantly help in determining who to interact with and under what circumstances. Only then can clear and specific communication and educational campaign strategies be developed, targeting specific types of beneficiaries.

There is no best formula for reaching the urban poor. Each program or project varies with local circumstances, but there are some tests which could be applied in order to ascertain their relevance.

1. Does it embody the principle of natural groupings of urban settlers working towards reforms?
2. Does it lead to the adoption of reforms that will ultimately benefit the landholders and informal settlers?

The above information can be very useful in formulating the community entry plan as well as the design and development of educational campaign materials in the Prototype. Formulation of strategic directions and actions should be attuned with, and sensitive to, the real needs of the communities, including the practical gender needs and strategic gender interests, i.e., within the scope of LAMP, of women and men-members of the communities.

Given the magnitude and complexity of the prototype barangays, it is recognized that it is difficult to coordinate community activities. It is also impossible to directly maintain regular contact with all community members.

To this end, the CRS initiated the organization of the BAG in Holy Spirit to enlist local organizations, including local officials support to allow a rationalized institutional approach to community mobilization over a wide area in the barangays. The BAG has proved to be a strong local network and effective coordinating body who are, by virtue of being residents of the barangays, credible and accepted by the community in facilitating and promoting effective coordination between prototype 2 operations and community members. Therefore, it is strongly recommended that this strategy of forming a BAG be continued and replicated in other prototype barangays as quickly as possible. However, there may be some modifications or variations, presumably in the composition of the BAG membership or social groupings. The composition will largely depend on the local circumstances. Other approaches which have been tested and shown to be effective should be adopted and continued following suggestions and recommendations to further enhance the workability of the approaches (refer Table 3).

Table 4. Family Profile

Barangay: _____
 City: _____
 Household No: _____

Line No.	Name of Family Member	Relationship to Family Head	Age	Sex	Civil Status	Educational Attainment	Occupation	Monthly Income	CMP	NGCHP

Implementation and Management Phase	consultations <ul style="list-style-type: none"> ▪ area-based community dialogues ▪ small-group meetings ▪ purok/cluster meetings Field validation <ul style="list-style-type: none"> ▪ door-to-door approach ▪ base camp approach 	filtering of community problems and needs Identification of priority titleholders for field validation	4 months
Expansion and Consolidation Phase	Proposed LAMPPII Consolidation activities <ul style="list-style-type: none"> ▪ continuing popular education and training through small group discussions, regular evaluation sessions, meetings, etc. ▪ networking and linkage ▪ development of secondary leaders ▪ mobilization of other development concerns. 	Coverage of other areas	Onwards

7.2 Community Pre-entry and Entry Activity

Community pre-entry is an activity in which the Project is formally introduced to the community with the aim of being accepted and draw support from among barangay council members (*sangguniang barangay*)..

The activity forms part of the whole development process (social mobilization) where the community organizers (COs) of Philssa, in close coordination with the Community Development Officer (CDO) of PIO2, performs initial social interaction with barangay council officials through courtesy calls and making arrangements for the conduct of community consultation/dialogues. Activities include community integration; informal talks with people to understand the community and its people, and their way of life (refer Table 4). It is necessary that the barangay officials accept LAMP before proceeding to the next activities. Acceptance is signified by actual involvement in the specific activities of the prototype.

7.3 Community Entry and Social Preparation

The community entry and social preparation requires close integration (refer Table 5: Entry and Social Preparation Phase) of the COs with the community. This is the realm of the COs who can remain in the field and work continuously with the community.

The activities involve integration of the COs, i.e. preparation and validation of community/family profiles, needs analysis and prioritization, and identification of core or opinion leaders.

The following are the preparatory activities for social preparation/orientation:

- Step 1 Courtesy visit to barangay chair and barangay council (*sangguniang barangay*).
- Step 2 Groundwork or visit all members of the barangay council to explain purpose and flow of the meeting. Provide advance copies of LAMP PIO2 materials.
- Step 3 After the meeting, immediately have a critiquing session with the local officials about the project.
- Step 4 Prepare a summary of agreements and have it signed by the barangay chair and/or his/her representative. Usually it is the barangay secretary.
- Step 5 Send summary of agreements to all would-be stakeholders.

The immersion or social integration of the COs into the community would allow them to spot potential leaders or group of leaders who are champions and that provide them with orientation on the project. The immersion shall also involve gathering of relevant information as basis for enlisting the support of community members in the project. The intensification of community integration is designed to draw support for and cooperation from the local leaders and community members about the project.

7.4 Community Structure Building

The activities involve core group formation, capability building, development cooperation and networking.

There are numerous land related issues, including gender issues that could be adequately responded to by a small group of community members. Thus, social mobilization should progressively expand to respond to wider land issues. This involves the formation of grassroots structures which shall be one of the roles or responsibilities of the core group of leaders as facilitated by Philssa.

Group facilitation would not immediately cover the whole community. A core group of leaders need to be identified and formed as the strategic link in the succeeding mobilizations. In this core group, the effective participation of both women and men shall be ensured. The social preparation activities provide various opportunities to identify potential core leaders in the communities.

Focusing therefore on a core group of leaders would generate cooperation among informal settlers and community members to increase their trust, openness of, and understanding of LAMP initiatives. Their willingness to engage in LAMP will enable them to build their capabilities to take on their tasks as social change worker. Once functional, the core group is expected to help create a multiplier effect and that organizing is spread out several folds.

Corollary to this, popular education and technical training of informal leaders should focus on the technical nature to equip them with transparent, accurate and correct information about the background and significance of the field validation and its potential long-term benefits. These informal leaders, in turn, are expected to echo the learnings to the landholders and other informal settlers. Popular education goes beyond the traditional action-reflection approach, consciousness-raising and experiential learning. People can learn through reading, interaction, training programs, study tour and other media materials.

Popular education for PIO2 aims to provide access to information and new knowledge on the proposed reform agenda to communities so that they can be informed and better themselves in decision making as individual women and men, and as a community.

It is also desirable to set up field offices in the involved barangays to serve as “nerve center” for the door-to-door field validation and/or serve as field office for the mass data collection of the field validation team. The field office will certainly allow the involved communities access to quick information and that bring the Project closer to the beneficiaries. As such, this calls for arranging with the barangay chairperson of each prototype barangays to utilize a portion of their barangay hall as field office of the CRS.

7.5 Project Implementation and Management

The activities involve planning and implementation of the field validation.

The PIO2 has pilot-tested the field validation in Holy Spirit. The first field validation was carried out November 14, 2002 at B.F. Homes, followed in March 1-3 at B.F. Homes Subdivision, and finally in June 5-7, 2002 at Villar Maloles.

The PIO2 Field Validation Manual sets out two types of methodologies in the conduct of the field validation. What follows in organizing the field validation are the usual steps in community organizing (refer to Table 5).

Initially, PIO2 uses a combination of field validation methodologies:

Mass Data Collection

- Field data collection center shall be set up within the estate, or in the place where the field validation will be undertaken. For ease of processing, four desks shall be set up to cater for different alphabetical groups. The establishment of the field data collection center shall provide an opportunity for CRS to undertake:
 - A gallery shall be set up in the field office to show the activities of the PIO2, as well as the other agencies involved in the project.

- A field validation data collection form shall be completed for each parcel of land. Where possible, it is important that as much information should be recorded on the form. If the property owner does not have a tax assessment number or a copy of the land certificate, then the words “NOT AVAILABLE” has to be indicated or added in the appropriate column in the form.
- Simultaneous with the data enumeration, other group of the survey team shall undertake a field inspection of the estate and record on copies of the CIM land parcels that are found vacant. Field validation shall be completed for each land parcel and the word “VACANT” shall be added in the column for “Name of Property Owner”. In cases where land is vacant and there is conflicting information from the office validation, the staff should endeavor to contact the landholder to obtain copies of the certificate of tax assessment.
- For a gender analysis of the system, the form will also ask for the sex of the owner or landholder of each parcel of land, and the collation of information gathered shall be sex-disaggregated.

Door-to-Door Data Collection

- Visits made to landholders who are not available after more than one call, the words “NOT AT HOME” should be added in the column for “Name of Property Owner”. Contact should be made with the landholder or through the HOA Secretary.
- Reflect clearly the words “WOULD NOT PARTICIPATE” on the column “Name of Property Owner” for homeowners/occupants of a home who, do not wish to answer the questions or speak with the field enumerators.

7.6 Expansion and Consolidation

The proposed LAMP II may require expansion of the coverage areas in other barangays which necessitates continues education, training and evaluation through small groups, assemblies and meetings. Parallel to this, there should be a continued establishment of networks and linkages with other relevant organizations.

7.7 Community Dialogue/Consultations

Here are the necessary steps in conducting the community dialogue/consultation:

Step 1 Introduction of LAMP Prototype 2

As mentioned earlier, the CRS Officer, who serves as the team leader, will introduce the members of the team and facilitate the community entry activity. A program of activity should be developed to guide the team on how to introduce the project.

These should be reinforced by a continuing enhancement, mass production and dissemination of CRS media materials such as brochures, leaflets, posters to the Prototype 2 areas. Part of the media blitz is development of posters as a powerful and effective means to clearly convey the message about the project.

Step 2 Presentation of the background, objectives, components and benefits of the Prototype 2

A short presentation of the intent of the project and the subsequent activities will be facilitated by the team. This should be accompanied by the use of visual materials such as flipcharts, brochures, handouts, and other related reading materials. Getting information across to them through the use of visual presentation helps to overcome language barriers.

More broadly, the objectives are:

1. Introduce PIOP2 as a partner in development to gain recognition and acceptance of the project by the community; and
2. Win back the trust and confidence of the people towards government initiatives in land management records.

To complement the presentation, there is a need to install banners and/or billboards at strategic locations to attract and capture the attention and interest of community members and passers-by. The CRS officer should also explore the possibility for press and media to speak positively about Prototype 2 activities and its long-term benefits to the broader community members on poverty alleviation. This involves ads place in widely circulated tabloids or broadsheets and development of a radio program that will be aired over select radio stations. It should also look into the possibility of tapping the existing radio program of a certain barangay chairperson in Commonwealth to broadcast the project's activities and its benefits.

Step 3 Gathering of feedback

Feedback and reactions from the community will be generated through focus group discussion (FGD). The participants of the FGD will be the barangay officials, community members and other interest groups. This will allow both the project staff and the community to learn from each other. The quality of feedback depends largely on a number of variables, including trust, status and credibility of the persons or individuals/agencies who are involved.

Respond cautiously and gain their confidence. Wrap up the dialogue by asking their consensus on working with Prototype 2.

Step 4 Schedule a series of community consultation, education and field validation

Agree a date where women and men-members of the community are available for consultation and education. Where appropriate, consultation/education may be by puroks, cluster or area-based community dialogues.

Step 5 Action planning for the field validation and other field-based activities

The field validation should be conducted on a whole barangay basis but priority will be given to those with problematic titles (as embodied in the PIO2 Field Validation Manual). This will be carried out by teams of 4, with representatives from DENR-NCR, LRA, LGU and barangay chairman.

The implementation of the field validation records is tied to the CIM production and office verification records. Once the CIM for an area has been produced and the records office validated, then the properties to be field validated are identified and the CIM will be passed on to the field validation team. Field validation will only occur in an area where these activities have been completed (PIO2 Field Validation Manual, 2002).

The PIO2 Field Validation Manual assumes that if the records validation is found to be significantly correlated with the tax record and the title record, then the record information is correct. As it is, this assumption needs to be verified through field validation. However, if there is a significant correlation between the field validation and office records for all types of areas, the basic assumption is acceptable. Therefore, future field validation activities will not have to be done where there is field office verification.

Whichever is appropriate, the second round of consultations may use a combination of purok, cluster, small group meetings or area-based consultations as the venue for action planning. Action planning is, therefore, the concrete expression of the communities support and commitment to PIO2. Field validation activities should be identified as well as the resources needed to run the activity. By letting the community members participate in the action planning collectively, they will see tangible things happening and this will encourage support and cooperation. Details of the activity should be recorded in Matrix using the following suggested entries:

1. Activity
2. Outputs
3. Time Frame (Schedule)
4. Resources needed
5. Responsible person(s)

The crucial role of CRS in improving the field validation are: (i) mobilization and social preparation of the communities, (ii) coordinate with local officials and BAG on subsequent activities for field validation, (iii) conduct orientation in consultation with the field validation team, on field validation procedures and processes as well as GPS, (iv) mobilization of local partners such as NGO/POs in the conduct of field validation, and (v) organize/gather feedback from women and men of the communities on the results of the field validation. The CRS is also mandated to spearhead the promotion of clients and the launch of the OSS, and assist in the conduct of training for OSS staff in CRS work.

Overall, the CRS should be able to conscientize, gender sensitize and build the capability of community members to get actively involved and participate in the field validation. The CRS should be able to mobilize homeowners associations, including informal settlers and other stakeholders to support and provide the necessary information called for by the field validation team.

Step 6 Process documentation research

Given the nature of LAMP as a learning and innovation project, it is absolutely necessary to have a documentation of the processes and dynamics that the CO undertakes as part of the community organizing work. Process documentation research includes the processes and activities undertaken by the CO, highlighting problems and constraints to improve project effectiveness. The qualities of good documentation are:

- Chronological
- Detailed (brief and concise)
- Narrative
- No biases

The use of existing research methodologies such as focus group discussion, key panel interview, participants' observation, among other things, are recommended so that projects' outputs/outcomes are objectively assessed.

The account of incidents should be recorded as actually observed without value judgment to minimize biases. Actual observation should be separated from reflection or personal interpretations and opinion of CO. If possible, take actual photos of the events that are unfolding.

7.8 House Visits

Depending on the output of the community entry, house visits may be deemed necessary. The following options can be of help to CRS in cases where:

The people are hesitant to accept and support the Prototype

- Consider having informal discussion with the community folks and thresh out potential issues that make them hesitant to work and cooperate with PIO2.

- Consider the historical background of the community and how it responds to innovation and institution of reforms such as LAMP-PIO2

The community is currently engaged and working with Home Owners Associations, notably Veterans, Sunrise, KDC, among others.

- Consider having a consultation with these organizations before the community entry and discuss possible agreements on the following areas:

Area of operation
Type of assistance
Areas for cooperation/complementation

- Consider formulating a workable arrangement with these organizations to avoid conflicts and overlaps. These organizations are direct stakeholders who can influence and affect positively and negatively the progress of the project.

8.0 Proposed Measures for Enhancing CRS Capability and Performance

A training needs analysis (TNA) for CRS PIO2 have been located within relevant fields of Capability Model or "Competency Fields" parallel with the method undertaken within the

TNA process. A summary of the PA LAMP Training Strategy and Plan is outlined below, as follows:

1. Competency Field: Cultural Competencies

Competency/Program	Training Emphasis
<ul style="list-style-type: none"> ▪ Presentation techniques and public speaking skills 	Power point presentations
<ul style="list-style-type: none"> ▪ Enriching skills in English language 	Grammar communication usage, sentence structure, etc. interviewing, dispute resolution
<ul style="list-style-type: none"> ▪ Research methods, community LCRS organization and mobilization 	Emphasis on social and community based research. Internet research surveys, consumer/community satisfaction
<ul style="list-style-type: none"> ▪ Facilitation skills 	Facilitation skills for CRS and community participation
<ul style="list-style-type: none"> ▪ Research operations planning 	Target setting, activity scheduling, resources allocation, budgeting and M&E workshop
<ul style="list-style-type: none"> ▪ Gender-related training 	Gender sensitivity, Gender and development approach, Gender responsive planning, Gender sensitive M&E, Gender sensitive CO-CD and gender sensitive alternative dispute resolution processes
<ul style="list-style-type: none"> ▪ Communication techniques 	Communication styles and interview technique
<ul style="list-style-type: none"> ▪ Dynamics of community 	Principles and concepts on communities
<ul style="list-style-type: none"> ▪ Changing relations in the communities 	Principles and concepts
<ul style="list-style-type: none"> ▪ CO-CD perspective 	Principles and concepts

2. Competency Field: Management and Change Competencies

Competency/Program	Training Emphasis
<ul style="list-style-type: none"> ▪ Management and leadership 	Management and leadership in a change or project environment. Emphasis on project cycle management, esp. logframe, M&E, financial management, leadership and team building
<ul style="list-style-type: none"> ▪ Management and team building 	Similar course to above but custom designed for this group (CRS PIO2)

3. Competency Field: Service Delivery Competencies

Competency/Program	Training Emphasis
<ul style="list-style-type: none"> ▪ Technical writing 	Brochures, leaflets press releases, etc.
<ul style="list-style-type: none"> ▪ Scriptwriting for radio 	Principles and concepts in script writing for radio
<ul style="list-style-type: none"> ▪ Community relation services 	CRS planning and documentation, negotiation and assertion
<ul style="list-style-type: none"> ▪ Technical training on BAG 	Land-related concerns, among other things
<ul style="list-style-type: none"> ▪ Capability building for TWG 	Project development, change management (value

	orientation), project development, leadership and project supervision, M&E concepts and principles, conflict resolution and negotiation, staff management
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The training needs have been categorized into various competency fields. The categorization is not definitive as it may be seen that any one item may be shown to belong just as reliably in another field. However, needs may change and new needs identified in the process.

9.0 Community-Based Monitoring & Evaluation

Regular monitoring and evaluation of ongoing CRS activities is absolutely necessary to provide vital information that will aid in assessing the community organizing and implementation of advocacy and education campaigns in terms of effectiveness, timeliness and quality of service delivery to communities. Monitoring will focus on the progress of activities to find out if the strategies laid down in the CRS plan are being achieved in practice. The CRS will work closely with the M&E unit in the design of a community-based monitoring and evaluation (CBM&E) framework for evaluating the CRS outputs.

The learnings and innovations gained from the CRS campaign will be revisited through validation interactions or interactive forums as basis for reformulation of strategies and actions, if need be. This would further enhance the future CRS and field validation activities.

9.1 Indicators

In general, the variables identified by PIO2 to help measure changes or effects of the CRS activities are:

- Percentage of prototype communities participating in field validation.
- Number of local organizations involved in discussions (testing, validation of records and production of records) about land records management.
- Number of inquiries seeking information on LAMP.
- Number of proposals received from communities to improve land records management.
- Number of partner agencies coordinating with PIO2 such as the technical working group participating in management meetings.
- Number of agencies and clients actively participating and accessing OSS operations.
- Number of communities and/or agencies/stakeholders' endorsement of tested land records methodologies.
- Percentage of women and men actively participating in the PIO2 activities.

- Gender issues in the land records management systems and procedures, and land transaction processes at PIO2 identified and addressed, if any.

10.0 Mass Community Mobilization for Support of LAMP II

As mentioned in Section 5, participation of stakeholders in LAMP is important for building a constituency of support for the legal and institutional reforms proposed by LAMP. In PIO2 it is envisaged that the BAGs, whose consciousness has been raised, shall then be accelerated into the so-called Local United Front (LUF). The LUF will be the main instrument for enlisting mass support for rallying the broadest community members to bring political pressure on government for the longrunning struggle for reform agenda, i e. LAMP Prototype 2 to LAMP II. This early, the CRS, in association with Philssa and other POs actively operating in the prototype areas, should initiate the move to discuss and educate key leaders in the reform proposals to pave the way for enlisting mass base support.

To do this, the strategy is to mobilize the LUFs by engaging in intensive groundwork. Groundwork is a significant key activity of the COs to motivate and encourage a critical mass of stakeholders to help, support and participate in the project activities. The activity can be carried out on a one-on-one basis or small group discussion as a tool in keeping COs link with the people on the issues they are concerned with. Regular interactive discussions and reflection sessions should be concentrated on the informal settlers and other adversely affected community members, who are the most deprived sectors of the communities. These are the women and men whose actual experiences of “oppression” are a daily occurrence. The character of organizing should shift to one which emphasizes critical consciousness raising and collective action. Discussion and reflection sessions should focus on the root of their problems – landlessness.

The role of the COs is to evoke the community’s interpretations of existing realities, summarize these, build upon these and provide data for them to have a clear grasp of the land situation in the Philippines so that they must provide a mass base of support for LAMP II.

Glossary

Advocacy. The process of advancing a cause and influence the opinions and position/decisions of key people, institutions and the public on certain issues through lobbying (for legislative actions), use of tri-media, and mobilizing community/mass/public support and action.

Community. Consists of individuals and families living in the same geographical area, and sharing a common life, customs, traditions, language and environment. It refers to people and the pattern of relationships which may be based on common values and interests such as economics, social, political and cultural.

Community Development. A dynamic process of enabling the community, locality, institution, and any group become self reliant and self-propelling. This means giving them the capability to decide where they want to go, how, when, and by what rules and norms.

Community Integration. A continuing process aimed at imbibing community life. Community integration is accomplished by living with the people, joining in their work, participating in their social celebrations, and emphasize in their way of life. Integration aims to build peoples trust in the community organizer (CO). It is also most effective way of validating information that would otherwise be hidden or difficult to gather or observe. Moreover, it provides the CO with full context of ongoing work, the present social and economic status of the people and its effect on the ease or difficulty with which the organizing will be conducted.

Core Group. A cell of community leaders, usually representing a sectoral or geographical division of the community, that can initiate and lead the community in taking action. A strong core group is the foundation of a cohesive community organization.

Community Education Campaign. The continuous promotion of views and actions on community issues. This is done through information drives, going house to house, soliciting support and cooperation, providing media materials, etc. Campaigns raise public awareness on the issue, project leadership, and mobilize community participation.

Community Organizer. Agents of change whose expertise eases the process towards an organized community. He/she acts as a catalyst, an outside force that is necessary to awaken people from state of desperate apathy. The role of CO is most apparent in meeting, evaluation and reflection sessions and social mobilization.

Critical Mass. A mass of people committed to the visions of development and empowerment aimed with necessary skills and attitude to undertake the desired goal.

Community Empowerment. The process of unleashing the capacities of the people to collectively define, analyze and act on their own problems, and enhancing their ability to think critically and dialectically, about the world and their position on it (Schwerin, 1995 pp 56 & 60)

Communication. Process of conveying and understanding verbal and non-verbal messages.

Collaboration. Shared control over decision making.

Consultation. Two-way flow of information between the coordinators of the consultation and public or vice versa.

Community Organization. Community-based organization provided by law: Barangay Council, Peace and Order Council, Barangay Disaster Coordinating Council, Barangay Water and Sanitation Association, among others.

Evaluation. The measurement of the immediate effects of the project against standards.

Experiential Learning. The process of learning through practice and experience. Action-reflection-action on people's experiences in collective decision making and mobilization facilitates the learning and development of capability to solve problems.

Focus Group Discussion (FGD). An in-depth discussion among a group of usually eight to ten people under the guidance of the CO, who uses a set of guide questions about a particular topic. The FGD is used to gather information (data, opinions, perceptions and recommendations) about the topic discussed.

Gender. Refers to the social differences and relations between women and men which are learned, changeable over time, and have wide variations both within and between cultures. These differences and relationships are socially constructed and are learned through the socialization process. They are context-specific and can be modified (ILO, 2000).

Gender sensitivity. Refers to the recognition of the underlying and hidden causes of inequity between women and men, and to the acknowledgement of their different and common practical and strategic gender needs and interests.

Gender equality. Refers to the equal rights, responsibilities, and opportunities of women and men. Gender equality is not just a "women's issue", it concerns men as well. Equality does not mean that women and men will become the same, but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Equality between women and men is both a human rights issue and a precondition for sustainable people-centered development (ILO, 2000).

Gender Responsive Planning. Refers to the presence of concrete actions or measures (e.g. programs, projects, processes, among other things) to resolve gender inequality and inequity, and to respond to the needs and interests of women and men.

Learning. The process of acquiring new ideas and skills to effect a change in behavior.

Monitoring. Tracking or gathering of project accomplishments against measures of expected performance.

Networking. Establishing relationships with other similar or parallel types of organizations at various levels (local, sectoral and national). The nature and type of relationship is determined by the needs and objectives of the organization in various stages of its maturity.

Opinion Leaders or Early Adopters. Individual members of a social system who most readily accept innovations or changes

Peoples Organization. All organized groups of community members pursuing a common social, economic, political and cultural purpose.

Participation. The process through which stakeholders influence and share control over development initiatives and the decisions and resources that directly affect them.

Practical Gender needs. Refers to needs identified to help women in their existing subordinate position in society. They do not challenge the gender divisions of labor or women's subordinate position in society, although they rise out of them. They are a response to an immediate perceived necessity identified within a specific context. They are practical in nature and often are concerned with inadequacies in living conditions such as water provision, health care and employment, among other things. These are needs shared by all household members yet are probably identified specifically as practical gender needs of women or men because they assume the responsibility for meeting these needs (Mosher, 1993)

People's Council. Apex of people formation and communities representatives of civil society engaging with the state and market.

Strategic gender needs. Are needs women identify because of their subordinate position to men in their society. Strategic gender needs vary according to particular contexts. They relate to gender division of labor, power and control and may include such issues as legal rights, domestic violence, equitable wages and women's control over their bodies. Meeting strategic gender needs helps women to achieve gender equality. It also changes existing roles and therefore challenges women's subordinate position. Strategic gender needs may include: abolition of sexual division of labor, alleviation of the burden of domestic labor and child care, the removal of institutionalized forms of discrimination such as rights to own land or property, marriage divorce, custody of children, etc., access to credit and other resources, freedom of choice over child bearing, and measures against male violence and control over women (Mosher, 1993).

Situational Analysis. The process of undertaking the analysis of the current community situation.

Social Preparation. Involves community integration, preparation and validation of community profiles and identification of core leaders.

Sectoral Organization. Organization of poverty groups/basic sectors (e.g. marginalized farmers and fisherfolks).

Social Mobilization. The process of getting the community members to act on their needs and problems. The process is in itself a learning experience which must not be discounted if attempts to resolve issues fail.

Self-reliance. The process which releases the creativity of people through the full use of local resources to meet the basic needs of the community.

Social Analysis. A study of the various factors which affect community life and its people.

Training. The process of enhancing the knowledge, skills and attitudes of a person and/or group for the effective execution of a role or a set of tasks.

Visual Materials or Media. Any material object, instrument or system which serves to communicate information (messages) such as leaflets, pamphlets, posters, and other written and printed materials, including all types of radio and television, and video systems.

CRS COMMUNICATION MECHANISMS

Communication

Communication implies commonness. It is aimed at changing the thoughts, attitude and behavior of all the parties involved in it and having them implement what the communication wants to. The whole meaning of communication is enriched with a model called Receiver - Source - Message - Channel. The core of communication is “the eliciting of a response”. The communication paradigm usually covers: *Who Says What, To Whom, In Which Channel, and With What Effect*. The core of communication is “the eliciting of a response”.

The message should be able to give explanations about the project, its implications and its application and benefits to the target beneficiaries.

Information

Information is obtained from a monitored event, and it produces data. These data are kept as records. When these data are conveyed or disseminated to the public via mass-communication media, they are then called information. The core of the issue of information is the “capacity of selecting a message”.

In communicating, it should select the appropriate information, which is readily understandable to the land community. On the other hand, the land owners should not only feel convinced that the information is true and appropriate but also understand how it will benefit the life of their families and hence be willing to implement it without external coercion.

Public Relations

Technically, the term public relations are defined as relations with the public. It implies “communicating to have understanding through knowledge”. Public relation is two-way education. Public relations skills are, in effect, skills in conveying or disseminating and accepting messages, enabling both parties to understand each other. Public relations involves inter and intra communications between and among key stakeholders aimed at building the image of a Project.

Public Education

Public education is problem-solving education, which is oriented to taking actions. Public education teaches and demonstrates how to do it, and motivates people to do it, but does not set any rules and does not implement any non-educational programs. As a kind of non-formal education, it helps make people aware of new ideas such as land and land related issues and willing to implement them. Public education aims at changing the behavior – that is, knowledge, skills and attitude of people. This is a difficult task, which essentially requires effective communication skills to be successful.

Campaign

A campaign is a series of activities aimed at achieving a result by providing information/public education either directly or indirectly. A campaign contains the same act of communication, which usually exists in communication, public relations, and public education.

INFORMATION, EDUCATION AND COMMUNICATION APPROACHES AND STRATEGIES

Very often, combination of IEC approaches may be employed simultaneously in PIO2. These are:

1. Social Marketing

The approach focuses primarily on getting the community and their leaders to buy into the idea of participating in and support the Prototype 2. The following common social marketing tools may be used:

- Community Wall Newspaper
- Advertising
- Media advocacy
- Celebrity endorsement

The key strategy is to grab people's attention and then deliver a strong message that will hold their attention and interest, gain their support for the Project, and move them to action.

2. Social and Community Mobilization

The approach shall use public participation techniques to inform and educate the community and other stakeholders about the Project. People not only learn about the Project but are also exposed to and get the opportunity to interact with others involved in the process. This way, IEC fosters cooperation among various stakeholders.

IEC most common public participation vehicles are:

- Workshops
- Community assemblies/dialogues
- Advocacy campaign
- Popular education
- Alliance building and networking

3. Development and Project Support Communication

This involves writing, development, production and dissemination of relevant IEC materials (print and other media materials) for use in the Prototype. Materials commonly produced include but not limited to:

- Brochures
- Short publications
- Comics
- Primers
- Posters
- Leaflets