

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

**Prototype Implementation Office 2  
Quezon City**

**EXECUTIVE SUMMARY  
for  
DELIVERABLE 27**

**June 2003**

**REPORT D25**



**Land Administration and Management Project**

**Executive Summary for Prototype Implementation Office 2**

**Quezon City, Philippines**

**30<sup>th</sup> June 2003**

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**EXECUTIVE SUMMARY**

**Structure of the report**

The objective of Prototype Implementation Office 2 (PIO2) is to develop and test alternative approaches for land record management and associated institutional arrangements that will improve the protection of rights to land and public confidence in the system. The Prototype aims to address the issues related to the inconsistencies in the land records system among different agencies, the proliferation of fake, duplicate and missing titles, inefficiencies in the system of providing land related services to the public and the associated graft and corruption resulting from it, inadequate feedback from the communities on the nature and quality of services that the public requires from government, and the need to improve the overall land records management system in the country.

The Prototype operates in Quezon City and covers the following five barangays: Commonwealth, Payatas, Bagong Silangan, Holy Spirit and Batasan Hills.

The Prototype aims to achieve the following at the end of the learning and innovation phase:

- Improved land record management systems and procedures developed, tested and documented (this would cover procedures to detect fake, duplicate and missing titles and resolution of anomalies);
- Systems and institutional arrangements for streamlined, efficient and cost-effective delivery of land transaction services and associated information developed and tested, through the establishment and operation of a One Stop Shop;
- Community consultation, customer relations and services strategies developed and tested to support the operations of the Prototype and the longer term LAM Program; and
- A national land records management strategy formulated, based on lessons learned from the project.

The prototype is working in many different areas and has reached a milestone in the deliverables expected from the project. This report sets out the progress of the project as at the end of June 2003 and particularly in relation to deliverable 27 of the Inception Report.

The report contains a section on the overall progress, that shows the relationship between the activities in deliverable 27 and the actual activities that PIO2 carried out; then individual sections on all activities of the prototype up until the end of June 2003. Set out within each activity is major achievements and outputs, major lessons learnt, issues and constraints and major recommendations, for the short term PA-LAMP and the longer term LAM program.

### **A: Overall Progress of Prototype**

The Technical Assistance team has been providing assistance to the staff from the government agencies and the contractual staff in the development of the prototype in Quezon City. Prototype Implementation Office 2 (PIO2) is developing land administration and management procedures in an urban environment predominately covered by informal settlements. The title records held by the registry of deeds in this area were largely destroyed by fire in December 1988 and the records of other agencies are fragmented. PIO2 is attempting to bring together a set of records that will establish the ownership of parcels in the area and help restore public confidence in the land system.

Deliverable 27 sets out that:

The Contractor shall assist in the development of methodologies and processes to facilitate the identification of fake, duplicate, and missing titles, the resolution of the title anomalies, and the improvement of the title and associated records, in the Quezon City Registry of Deeds (ROD) for the Prototype 2 area. In partnership with the PMO and LRA/ROD, this work shall include but not be limited to:

Deliverable 27 task	PIO2 Activity	Status
Identification of methods that have potential to detect fake, duplicate and missing titles, and to resolve the title anomalies;	Workshops Formation of the Fake Title TWG Manuals	A workshop was held to review the manual produced and to look at strategies for the detection of fake, duplicate and missing titles, and to resolve the title anomalies. Members to join a Technical Working Group (TWG) were identified during the workshop. The first TWG meeting will be held in July 2003.
Facilitating wide consultation to ensure that the views of all stakeholders including direct customers and the wider community, are considered and integrated in the process	Field Validation Workshops Community Relations Services	A Barangay Advocacy Group (BAG) has been set up in Holy Spirit and meets regularly. Community members and NGO's have been included in all OSS simulation workshops as well as the National Records and Land Laws workshops. The NGO who have just been awarded the contract will be forming BAGs in the 4 remaining barangays.
Technical assistance to develop a range of objective criteria (i.e. time, budget, equipment, human resources and skills, costs, affordability, agency capacity and capability, stakeholder and community acceptance, regulatory changes required before adopting, suitability, sustainability) by which the proposed methods could be compared.	All activities within the prototype.	The technical assistants have been working with the different PIO2 units and the Monitoring and evaluation staff to develop the criteria. These results have been used to determine the costing for each method undertaken in all areas that PIO2 have been working in. Where possible the measurements have used the current system as a base to allow comparison with the trialled methods. Also the comparisons have been carried out between the methods trialled.

Deliverable 27 task	PIO2 Activity	Status
Obtaining all necessary material, including the results from Output 3.1, and conduct an evaluation, including opportunities and constraints that would need to be overcome before adopting the methods	Evaluation workshops for each unit.	The PIO2 production units have been carrying out evaluation workshops at the end of each activity. In these workshops they evaluate the opportunities, constraints, issues and lessons learnt from the activity. The workshop output also includes updates required to produce new versions operational manuals. The evaluation reports for the PIO2 activities form part of this report.
Assisting to conduct workshops on the results and gain consensus for recommended improvements	Workshops	Various workshops have been held with all the stakeholders, PMO and PIO1 to gain consensus and the recommendations also form part of this report.
Providing technical assistance to drafting any required modifications to laws/regulations and seeking approval	Assisting the Land Law TA and National Land Records Strategy TA in investigating the strategies.	Two strategy documents have been prepared one by the Land Registration Law Adviser, the other by the National Land Records Strategy Adviser.
Documenting the selected methods and procedures;	Production of Operational manuals for all PIO2 activities	Operational manuals have been developed through workshops and consultations with the operational teams. As new methods are adopted or activities modified the manuals have been updated and reviewed by the operation teams. The Manuals produced are: <ul style="list-style-type: none"> <li>▪ Fake Title Investigation</li> <li>▪ One Stop Shop operations</li> <li>▪ CIM production</li> <li>▪ Field Validation</li> <li>▪ Office Validation</li> <li>▪ Cross Index User manual</li> <li>▪ PIO2 manual of operations</li> <li>▪ Manual for Densification PIO2</li> </ul>

Deliverable 27 task	PIO2 Activity	Status
Assist to develop and operationalise the One-Stop-Shop.	OSS	PIO2 have worked with the agencies involved to get agreement on the functions to be carried out within the OSS and have been able to facilitate agreement between the agencies to work together for a common goal. The OSS activities have been agreed to and a draft Memorandum of Agreement prepared. Staff to be employed in the OSS have been identified and are now undergoing a series of training activities in the OSS operations. The funding for the renovation has been approved and work will begin in early July. Process now depends on getting the site ready and the equipment procured.

### **B: Survey and Mapping**

The overall task in the prototype is to assist in the development, documenting and training on methodologies and processes to create CIM from existing map data in the offices of participating agencies, using survey information and orthophoto maps to control the mapping process.

#### **Major achievements and outputs for Survey and Mapping**

- Over the past 6 month period the Survey and Mapping technical adviser has not been mobilised. However PIO2 has continued the production of CIM by plotting the survey plans held in DENR and LRA.
- Two methods have been fully tested the first was plotting the CIMs by hand the second was digitising the plan data then plotting the parcel boundaries which have the other information hand plotted onto them.
- A small group of Orthophotos have been delivered to the prototype and the International technical adviser for orthophotos was mobilised, he has tested the quality and of the orthophotos and compared them to the existing CIMs, his findings are reported in the “TA Report Orthophoto Mapping”.
- Preliminary development of GIS using Map info.
- Development of a plan database which links the plans to the CIMs.
- Accomplishments

<b>Activity</b>	<b>Units</b>	<b>Target</b>	<b>Accomplishment</b>
Retrieval of Plans			
DENR	Survey	844	844
LRA	plans	322	322
CIM Prepared (semi-digitized)	CIM		
Holy Spirit		33	33
Batasan Hills		34	40
			(including blow-up)
Hand-Over to Office Validation	CIM		
Holy Spirit		33	33
Batasan Hills		34	7*
Checking accuracy of hand drawn CIM	corners	56	55

\*the hand over of hand drawn CIM from Batasan Hills was suspended as the CIM did not adjoin with the other digitized CIMs.

### Outputs for the CIM development

Step by step procedures	Resources	Time	Manpower	Output
1. Retrieval of Survey Plans	- own money used for traveling - <i>Monetary Resources:</i> Payment of LRA plans and printing - Vehicle - Computer/database	LRA: 2 weeks DENR: 1 survey plan/mo	- One focal person	Per Month: LRA:>100 plans DENR: 1 plan
2. CIM Preparation	- Low end PC - Digitizer - Plotter - 8 cartographers - two drafting tables - three lettering sets - tracing paper - mylar - scanner	33 hours	- Seven Cartographers doing hand drawn CIM - One AutoCAD operator	Per Month: <b>AutoCAD Operator:</b> >20 CIM/mo.  <b>Cartographers:</b> >50 CIM/mo
3. QA	- Blueprint of CIM - Highlight marker - Pens - Pencils - Print-out of survey plans	1 hour	Three staff - GE I - DENR GE - Supervising Cartographer	>50 CIM/mo.

### Technical Transfer and New Practices

- Training two new employees who were introduced in the last quarter.
- Orthophoto map production and use training was provided by the International technical adviser for orthophotos.
- GIS training has been provided by the National GIS adviser.

### Evaluation of the CIM activities

Activity/Sub-Activity/ or Key Step	Facilitating Factors	Hindering factors	Constraints
1. Retrieval of Survey Plans	• The paying of bills on survey plans for LRA to fast track the retrieving	• Only one retriever from DENR-NCR retrieves plans for PIO2	• Survey plans from DENR are hard to locate thus, slowing the retrieval process.
2. Encoding of Plans	• Existence of the database	• The absence of link between the database of Office Validation and	• Unclear entries in the survey plans retrieved (reported missing or no record available).

Activity/Sub-Activity/ Key Step	Facilitating Factors	Hindering factors	Constraints
		CIM <ul style="list-style-type: none"> <li>• Unable to detect LRA/DENR plans</li> </ul>	
3. Sheet preparation /parcel drafting	<ul style="list-style-type: none"> <li>• Digitized CIM: venue for committing erasures are limited</li> <li>• Availability of plotter and CIM manual</li> </ul>	<ul style="list-style-type: none"> <li>• Wrong calibration at times</li> <li>• Delay in the CIM production</li> </ul>	<ul style="list-style-type: none"> <li>• CIM are not produced correctly due to the lack of technical descriptions</li> <li>• Low memory of the computer.</li> <li>• Lack of manpower</li> </ul>
4. QA	<ul style="list-style-type: none"> <li>• The presence of a standard form of doing QA</li> <li>• Familiarity with the survey plans</li> <li>• Development of a color coding scheme in the correction of CIM</li> </ul>	<ul style="list-style-type: none"> <li>• The lack of survey plans (missing or lost)</li> <li>• Lack of storage facility</li> <li>• Extensive filling out of the survey sheets</li> </ul>	<ul style="list-style-type: none"> <li>• No survey plans to counter check the CIM developed</li> </ul>

#### Comparison of Hand-drawn and Digitized CIM

	Hand-drawn	Digitized
<b>No. of Hours to complete one CIM</b>	22 hours	8 hours
<b>Resources used</b>	Tracing paper, drafting table, drawing kit, rulers	Computer, digitizer, and software
<b>Quality</b>	Prone to errors	Less prone to errors Errors can easily be corrected
<b>Estimated Labor Cost to complete one CIM</b>	Php 1,088	Php 395.00

#### Lessons

- Without access to LARES-LTCP, LAMP is merely spending resources to duplicate what LARES has accomplished.
- The projection maps from LRA and DENR and the Assessors tax map are useful as alternative sources for the identification of survey plans.
- In the case of PIO2 the use of the hybrid method (digitizing and hand drawn) in the preliminary CIM avoids errors such as non-adjointing of two CIM.

- The institution of QA in the production of CIM limited the errors experienced in CIM production.
- A synchronization plan for all the outputs should be established.
- The institution of QA in the production of CIM limited the errors experienced in CIM production.
- Photocopying plans (eg for scaling) distort the real projections and should not be undertaken.
- Different Land Agencies have different methods of storage. It is essential that methods for land records storage should be identified to aid in identifying the methodology to be utilized for retrieving the plans.
- Proper adherence to the manual minimizes confusion and ensures proper understanding of the method and procedures in CIM production.
- Training such as Advance cartography and GIS has improved the capability of staff in CIM production.
- In the case of PIO2 the use of the hybrid method (digitizing and hand drawn) in the preliminary CIM avoids errors such as non-adjoining of two CIM.

#### **Recommendations to improve the development of CIM in the prototyping stage**

- With the provision of computers (with the ratio of 1 computer for every cartographer), the digitized method for preparing the final CIM is recommended since it is highly efficient and the CIM would have been investigated through GPS and is converted to PRS '92.
- The list of survey plans required should be prepared as quickly as possible.
- The funds required for plan retrieval be made available and can be accessed quickly when needed.
- LARES records and updates are required to fast-track the retrieval of survey plans.
- The CIM database should be incorporated within the cross index.
- Projection maps can be used for the creation of CIM
- A computer dedicated to the CIM database is needed.
- Capacity building for the CIM unit is needed **prior** to the development of CIM

## **C: Survey Control**

### **Major achievements and outputs for Survey Control**

- There has been no work carried out in survey control during the last 6<sup>th</sup> month period, however the International technical adviser for orthophotos has tested the quality and of the survey and photo control, his findings are reported in the “TA Report Orthophoto Mapping”.

### **D: Office Validation**

Office validation is the consolidation of records for land parcels from various sources to create a single consistent set of land records. The information is gathered from the Registry of Deeds (ROD) the City Assessors/Treasurers (LGU), the Land Registration Authority (LRA), the Department of Environment and Natural Resources (DENR) and the Bureau of Internal Revenue (BIR).

The office validation is the next step after the production of the preliminary Cadastral Index Map (CIM) for a particular area.

#### **Major achievements and outputs for Office validation**

- Over 20,000 TCTs have been captured to the Cross Index.
- All CIMs which have been delivered from Holy Spirit have been completed and the 7 CIMs from Batasan Hills.
- Nearly 8000 parcels have been updated with the UPI number.
- $\frac{3}{4}$  of the captured records have a mismatch with the assessor's records.

#### **Technical Transfer and New Practices**

- Development of reports to assist the managers in analysing the data in the cross index .
- New approaches for capturing the TCT/parcel records and adding the UPIs to the database.

#### **Major Lessons Learnt**

- Office validation cannot proceed satisfactorily if it does not have the proper equipment and staffing.
- Office validation has wasted a lot of time and effort replicating what the BOO project is doing, in any further projects the government needs to ensure that only a single data capture occurs and that the data is shared.
- A full capture of a registry in a systematic way would be far better than attempting to isolate TCTs based on an area which is unknown to the registry, ie Barangays.
- The quickest method is to capture all the TCTs for a registry, or in the case of the prototype for a Barangay, then match the TCT record to the CIM, rather than attempting to locate TCTs on pulling lists and match them.
- The co-ordinated strategy between CIM, Office validation and field validation has helped PIO2 develop the CIMs required for the field and have them office validated ready for use

#### **Evaluation of the Office Validation activities**

Activity	Strengths	Weaknesses	Constraints
<b>Cross Index</b>			
Use of Excel spreadsheet for the cross Index	<ul style="list-style-type: none"> <li>• Ease of setup no knowledge of databases required.</li> <li>• Rows and Columns are similar to those held in databases</li> </ul>	<ul style="list-style-type: none"> <li>• Fields that can contain multiple records</li> <li>• Cannot set up data entry formats</li> <li>• Difficult to develop reports from</li> <li>• Difficult to analyse the data.</li> </ul>	<ul style="list-style-type: none"> <li>• There was a lack of equipment available for office validation. There is only one computer between four operators, no printers and only one scanner, shared with field validation</li> </ul>

Activity	Strengths	Weaknesses	Constraints
Use of the Access database for the cross index	<ul style="list-style-type: none"> <li>• Can use separate linked tables for fields that can contain multiple records</li> <li>• Easy to set up data entry formats, create reports and analyse the data.</li> <li>• Can hold large amounts of related data which can be easily linked.</li> <li>• Users can be quickly trained to use the forms and become productive.</li> <li>• Inexpensive comes packaged with Microsoft office professional.</li> </ul>	<ul style="list-style-type: none"> <li>• Requires a programmer /analyst to develop the database and the forms/ reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Size of the database Access becomes unwieldy when it holds over 1 million records.</li> <li>• PIO2 budget did not allow for the purchase of expensive database software.</li> </ul>
<b>Retrieval of TCTs from the ROD</b>			
Retrieval form the lists no sorting (except in TCT order)	<ul style="list-style-type: none"> <li>• Lists were quick to produce</li> </ul>	<ul style="list-style-type: none"> <li>• Wrong TCT numbers for TCTs with dates shown before the registry was burnt.</li> <li>• Large waste of effort by retrievers and OV staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Assumed that the registry would have continued numbering not gone back to TCT no. 1.</li> </ul>
Sorting of lists into categories, ie registered before the fire, registered after the fire, no registration date, with no training of title retrievers	<ul style="list-style-type: none"> <li>• OV staff do not have to go through the TCTs in the lists created from a registration date after the fire, to determine if the TCT is relevant or not.</li> </ul>	<ul style="list-style-type: none"> <li>• No different to the previous method for TCTs registered before the fire or with no registration date.</li> </ul>	<ul style="list-style-type: none"> <li>• As Above</li> </ul>

Activity	Strengths	Weaknesses	Constraints
Sorting of lists into categories, ie registered before the fire, registered after the fire, no registration date, with training of title retrievers	<ul style="list-style-type: none"> <li>• Lists for TCTs registered after the fire only require the TCT to be retrieved</li> <li>• TCTs on lists before the fire, or with no registration date are checked against the land description of the TCT before being retrieved, if they do not match the TCT is not retrieved.</li> <li>• OV staff do not need to sort through retrieved TCTs to determine if they are within the prototype area.</li> </ul>	<ul style="list-style-type: none"> <li>• Requires a programmer /analyst to develop the separate lists.</li> <li>• Lack of supplies, such as toner for photocopiers that slow down the retrieval.</li> </ul>	<ul style="list-style-type: none"> <li>• Assessor's records do not have 100% coverage of the prototype area and are reliant on the owner update the tax records after a sale.</li> </ul>
<b>Imaging TCT records</b>			
Capturing of images of Transfer Certificate of Titles.	<ul style="list-style-type: none"> <li>• Permanent record of the TCT</li> <li>• Can be attached to the titles database record.</li> <li>• Less physical storage space required.</li> </ul>	<ul style="list-style-type: none"> <li>• Time consuming to image the TCT can take 5 minutes or longer</li> <li>• Duplication of effort where LARES have already scanned the TCT</li> <li>• If the folder holding the Scanned images is moved or renamed (even to the same name) the hyperlink is lost.</li> <li>• Or if the image is added to the database as an embedded image the database file gets too large quickly.</li> </ul>	<ul style="list-style-type: none"> <li>• Scanning equipment and computer to hold the image.</li> <li>• Cannot remove the originals from ROD.</li> </ul>

Activity	Strengths	Weaknesses	Constraints
<b>Office Validation Data Capture</b>			
Capture of all records by CIM and comparing to the Assessor's records (Hybrid Method)	<ul style="list-style-type: none"> <li>• CIM completed at the end of the process.</li> </ul>	<ul style="list-style-type: none"> <li>• TCTs are not retrieved in CIM order requiring the OV staff to go through three different sets of lists to locate the records.</li> <li>• Parcel record was not created for a parcel that did not have a TCT</li> <li>• Extremely slow method, 7 CIMs took three months.</li> <li>• Complex inventory of what has and has not been captured from a list.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of equipment of a team of 5 only 3-4 can use the equipment at any time.</li> </ul>
Capture of TCTs, comparing to the assessor's records. Then when all TCTs for a Barangay are captured records or linked to the CIM.	<ul style="list-style-type: none"> <li>• Faster method, cost per title cheaper.</li> <li>• All TCTs are captured for a retrieval list inventory easier</li> <li>• When attaching CIM/UPI number no lists have to be searched through TCT's are already captured.</li> </ul>	<ul style="list-style-type: none"> <li>• Parcel record was not created for a parcel that did not have a TCT</li> <li>• Double handling of records 1<sup>st</sup> time to create the parcel then later to add the CIM/UPI number</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of equipment of a team of 5 only 3-4 can use the equipment at any time.</li> </ul>
<b>Capture of cancelled TCTs</b>			
Where a TCT has been cancelled the cancelled TCT is also retrieved and copied, at data entry these have been captured.	<ul style="list-style-type: none"> <li>• Historical trail built up in the Cross index.</li> </ul>	<ul style="list-style-type: none"> <li>• Waste of time and resources that could be finishing records needed for field validation.</li> <li>• The index only needs current information and is only duplicating what LARES holds for historical data.</li> </ul>	<ul style="list-style-type: none"> <li>• Not a requirement of the project to capture and store this data.</li> </ul>

Activity	Strengths	Weaknesses	Constraints
<b>Inventory of titles</b>			
Manual inventory of the TCTs that have been delivered compared to the TCTs requested	<ul style="list-style-type: none"> <li>Unit knows which TCTs have to be re-requested.</li> <li>Work on hand for data entry operators is known.</li> </ul>	<ul style="list-style-type: none"> <li>Time consuming uses up one resources time.</li> <li>Difficulties in determining what TCTs had not been captured or pulled</li> <li>Results are not validated.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of staff to carry out inventory.</li> </ul>

### Comparison of methods for data Capture

Method	Averages			
	Cost per Parcel	Time per parcel	Cost per CIM	Time per CIM
Hybrid	Php 35.21	26 mins	Php 7534.94	11 days 4 hours & 44 minutes
Two step	Php 21.57	16 mins	Php 4615.98	7 days 1 hour and 4 minutes

CIM costs and times are based on the average CIM size of 214 parcels. Calculations are operator's times only any other costs equipment floor space etc. would be the same for each method. These additional costs will be added to the final evaluation report in December 2003.

### Recommendations

The following are the recommendations for the PA LAMP;

- Office validation must be better supported with computer equipment that they do not have to share with the rest of the PIO2 staff.
- The prototype office does not have the storage capacity to hold a copy of the registry. Photocopies of TCTs should be culled from the draws once a CIM is completed.
- A system is required to monitor completed CIMs and to identify when one is being updated in the office validation unit.

The following are the recommendations for the LAM Program;

- Databases were developed without a national strategy being considered and rework will be required in the future. A proper data management system will be required for a more extensive development. The equipment and the structures will need to be fully specified, as well as more work being carried out on transaction rates, file sizes, etc. to determine the database capacity required.

- In an urban context the UPI is limited as a key to combine records from other agencies. For the UPI to work as the key for the database systems, CIMs must be fully completed before Office Validation begins. Also, the entire registry should have been captured to facilitate the comparison of records between agencies. However this does not resolve the problem of the UPI not being known and maintained in other databases that the cross index links to. PIO2 have used a separate field combining the Lot/Block and Plan number as these fields are held in all systems and are easily combined to get a match between records. A satisfactory link must be agreed upon for a national system that can be used by all database systems.
- A separate strategy will need to be looked at for areas where the Assessor's/Treasurer's data is not data converted. In the national strategy the decision has to be made whether an Office Validation is required for areas where the ROD records are intact.
- Proper linkages to other systems are required with a system that updates the Cross index with the latest information from the agencies, this can form part of the duties of staff from the various agencies working within the OSS.
- Capture of TCTs must be carried out in each Registry in a systematic manner and if the data is to be used by BOO and LAMP then a sharing arrangement must be in place. TCTs must only be captured once and the updates transmitted to the appropriate system(s).

### **E: Field Validation**

The field validation process was added to the prototype activities as an opportunity to locate records that were no longer available in the agencies. With the burning of the Registry of Deeds in 1989 many titles were destroyed and the only record was the owner’s copy. According to LRA 95% of the Quezon City deeds have been reconstituted, however the majority of the remaining 5% is within the five Barangays covered by the prototype.

#### **Major achievements and outputs of Field Validation**

- Complete field validation of barangay Holy Spirit.
- Negotiating and having approved a contract to allow an NGO to begin the field validation activities in the other 4 Barangays.
- Evaluation of the Field evaluation methods trialled.

#### **Technical Transfer and New Practices**

- Techniques and procedures for analysing the data retrieved in field validation.

#### **Major Lessons Learnt**

- If the details collected from the field are not analysed and acted upon the field validation is a waste of time. Information was only captured for parcels which yielded a TCT or tax declaration. Without details of why no information could be gathered strategies for the next step are difficult to formulate.
- All parcels need to be captured in the cross index to allow the field validation data and documents to be tied to the parcel record.

#### **Evaluation of the Field Validation activities**

Activity	Strengths	Weaknesses	Constraints
<b>Pilot Field Validation Activities</b>			
Field Validation Pilot Activity 1 Base Station Method – Established subdivision. The activity involved establishing a base station	<ul style="list-style-type: none"> <li>• Easy to arrange.</li> <li>• Only 4 staff required full time plus one or 2 support with supplies.</li> <li>• Low overhead costs</li> </ul>	<ul style="list-style-type: none"> <li>• Very low rate of return for time spent.</li> <li>• Reason why low number could only be speculated no real evidence.</li> <li>• Unproductive, staff spent large amount of time sitting around doing nothing.</li> </ul>	<ul style="list-style-type: none"> <li>• Carried out between 9am and 4:30pm when most people were at work.</li> <li>• Office Validation was not carried out prior to the field validation.</li> </ul>

Activity	Strengths	Weaknesses	Constraints
<p>Field Validation Pilot Activity 2 Door to Door Method – Established Subdivision. A base station was still provided with this method, however the base station contained only one or at the most two people. The rest of the field enumerators went door to door gathering information</p>	<ul style="list-style-type: none"> <li>• All properties are covered.</li> <li>• Able to collect survey results to determine why people did not participate in first activity.</li> <li>• Improves public relations and allows information dissemination.</li> <li>• People who want to drop off results don't have to wait for field enumerators to return, they can drop them at the base station.</li> </ul>	<ul style="list-style-type: none"> <li>• Reliant on person living there being the owner.</li> <li>• Still do not get 100% responses and have only 50% of properties validated against known records.</li> <li>• Time wasted going to properties that would have been office validated.</li> </ul>	<ul style="list-style-type: none"> <li>• Only a three day activity did not allow for following up on information.</li> <li>• Lack of support staff for enumerators and as a result much needed feedback could not be supplied.</li> <li>• Office Validation was not carried out prior to the field validation.</li> </ul>
<p>Field Validation Pilot Activity 3 Door to Door Method – Informally settled area. A base station was still provided with this method, however the base station contained only one or at the most two people. The rest of the field enumerators went door to door gathering information</p>	<ul style="list-style-type: none"> <li>• Improves public relations and allows information dissemination.</li> <li>• People who want to drop off results don't have to wait for field enumerators to return, they can drop them at the base station.</li> </ul>	<ul style="list-style-type: none"> <li>• Very low return for the number of properties visited</li> <li>• High cost of visiting every property.</li> <li>• More an extended CRS program than a useful tool for gathering the required land records.</li> </ul>	<ul style="list-style-type: none"> <li>• Only a three day activity did not allow for following up on information.</li> <li>• Lack of support staff for enumerators and as a result much needed feedback could not be supplied</li> </ul>
<b>Field Validation of Records</b>			
<p>PIO2 organising the Field validation of individual barangays</p>	<ul style="list-style-type: none"> <li>• Training program followed as specified.</li> <li>• Able to assist with enquiries.</li> <li>• Staff only paid for work carried out.</li> <li>• No complex contract to negotiate.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to keep a management team in the field.</li> <li>• Need to supply support equipment to the field.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Ability of PIO2 to get the funding approved and to be able to pay the enumerators.</li> <li>• Insufficient support staff to monitor all operations and to analyse the results.</li> </ul>

Activity	Strengths	Weaknesses	Constraints
An NGO being employed to carry out the field validation of multiple barangays. <b>(This activity is yet to start)</b>	<ul style="list-style-type: none"> <li>Support equipment supplied by the NGO, eg computers.</li> </ul>	<ul style="list-style-type: none"> <li>Support staff from PIO2 is the same size as it is for PIO2 running the operation.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

### **Recommendations**

The following recommendations for the PA LAMP;

- A co-ordination strategy is being developed between the different units in PIO2 to ensure that there is plenty of work ready for the NGO to use. This process needs to be carefully planned and monitored to ensure that the workflow is not interrupted.
- Alternative field validation techniques are required to try to locate as many owners/records as possible. The Assessor's records will be used to located the last land tax payer and the field validation results will be used to follow any leads given by the property dwellers.
- The training program to be used for the field enumerators employed by the NGOs needs to be evaluated during the activity to determine its effectiveness.
- The operations of the NGO to carry out the field validation activities needs to be managed to get the maximum results. While the contract is for 30,000 parcels this is based on the registered parcels and does not take into account the fact that some parcels can contain up to 6 or more properties in informal areas. Approaches to the specific areas will be selected to get the maximum benefits and ensure we are not collecting data from multiple properties which are situated over single parcels. We cannot afford to have the activity ended, ie the 30,000 parcels/properties validated and only details captured from informal settlers. The approach should maximise the effort to obtain as many records as possible.

The following recommendations for the LAM Program;

- Field validation will not be required in all areas, only where the records have been lost or destroyed and/or there is a high incidence of informal settlement.
- Adequate funding must be available for the activity and the funding must be easy to access.
- A separate approach must be used for established subdivisions and informal areas. The informal areas should incorporate a CRS information program that helps the residents understand how they can access the ownership records for the land they are residing on. In the established areas the information to be gathered should focus on establishing ownership and assisting those owners who need to reconstitute their titles. In informal areas it will focus on finding any details regarding the registered owners of the land.
- The Quezon City government and other LGUs will have to look at selling properties where owners have abandoned their rights, no longer paying land tax and have not had their titles reconstituted.

## **F: One Stop Shop**

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 the agencies concerned. The OSS will be established through the co-location of staff from the relevant agencies – LRA, DENR, ROD, BIR and LGU. 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.

### **Major achievements and outputs of the OSS**

- The processing of documents within the One Stop Shop has been agreed upon by all agencies.
- The renovations for the OSS have been approved and the budget made available.
- A Memorandum of Agreement for the OSS has been agreed to and after some minor adjustments will be signed by all agencies involved in the OSS.
- The training of the OSS staff has commenced and they will be fully trained before the OSS becomes operational.
- User Manual for OSS operations

### **Technical Transfer and New Practices**

- Training of OSS staff in OSS operations, which have been tested in simulation workshops.
- Development of new operational procedures for OSS operations.

### **Major Lessons Learnt**

- Securing of the site for the OSS needs to be one of the first activities carried out. Once this is secured any plans and building works need to be followed up as these activities take the longest period of time to complete.
- The equipment requirements for the OSS must be worked out and the request included in the budget as early as possible.
- The approval process within various agencies must be understood and carefully followed. Renovations have been held up because the approval has concentrated on DENR, who control the funds, but has slipped with LRA, who manage the site. As a result the site approvals had not been finalised when the contracts were approved and signed, so work has not yet started.

### **Evaluation of the One Stop Shop activities**

Activity	Strengths	Weaknesses	Constraints
<b>Partner Agencies Support</b>			
<ul style="list-style-type: none"> <li>🗑 monthly meetings with TWG meetings</li> <li>🗑 workshops</li> <li>🗑 meetings with department heads</li> <li>🗑 Study Tour</li> </ul>	<ul style="list-style-type: none"> <li>• The agencies are able to provide inputs into the development of the OSS operations.</li> <li>• Meetings with agency heads allows the prototype to gain</li> </ul>	<ul style="list-style-type: none"> <li>• Some TWG members did not have the authority to make decisions.</li> <li>• Some TWG representatives could not provide adequate feedback to their department</li> </ul>	<ul style="list-style-type: none"> <li>• Some TWG members were not sure of the level of decision making they were authorized for.</li> <li>• Unavailability of agency heads (schedule conflicts)</li> </ul>

Activity	Strengths	Weaknesses	Constraints
	<p>strong support at the agency head level</p> <ul style="list-style-type: none"> <li>• The study tour allowed exposure to working examples and to talk with people involved in setting up the process.</li> </ul>	<p>heads</p> <ul style="list-style-type: none"> <li>• inadequate meetings with agencies/ conflict of schedules</li> </ul>	
<b>Administrative Support (finance procurement)</b>			
<ul style="list-style-type: none"> <li>🗑 OSS construction</li> <li>🗑 procurement of equipment</li> <li>🗑 Hiring of staff</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Delayed approval of the reprogrammed budget.</li> <li>• Problems in getting the plan prepared by LRA. Weak compliance with procurement requirements</li> </ul>	<ul style="list-style-type: none"> <li>• dependency on the PMO to provide the support for the approval process.</li> <li>• Lack of knowledge of the procurement process.</li> <li>• lack of procurement officer</li> <li>• Frequent changes in PIO2 management</li> </ul>
<b>OSS Systems development</b>			
<ul style="list-style-type: none"> <li>🗑 Training of Staff</li> <li>🗑 Manual Development</li> <li>🗑 Simulation workshops</li> <li>🗑 Database (cross index)</li> <li>🗑 networking</li> </ul>	<ul style="list-style-type: none"> <li>• Strong inputs from the TWG and OSS staff.</li> <li>• Parallel streamlining efforts from the partner agencies.</li> <li>• Enthusiasm and strong interest of the OSS staff</li> <li>• Conduct of the simulation workshops to pre test the OSS operations</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of mechanism to share information with the BOO project.</li> </ul>	<ul style="list-style-type: none"> <li>• Possible conflict with the LARES project.</li> </ul>

## **Recommendations**

The following are the recommendations for the PA LAMP;

- The OSS must be started as soon as the staff can be detailed and the training completed. The MOA and the procedure manual must be completed.
- All efforts must be exerted to get the equipment required for the OSS and to fund the CRS campaign for its opening.
- The relationship between the LRA and LAMP needs to be strengthened and agreement reached on when the OSS renovation can commence. This needs to then be transmitted to the rest of LRA to ensure the process is not disrupted.

The following are the recommendations for the LAM Program;

- The management of any future OSS needs to be reviewed and a decision made as to whether it will be independently managed or managed by one of the agencies.
- Rural and Urban OSS deal with different agencies and have unique problems relating to their areas. The National strategy will need to take these factors into account.
- The involvement of staff that will operate the OSS will ensure that they take ownership of the processes and assist in its successful operations.
- There should be a specialized unit that can handle all procurement for the needs of the one stop shops and also organises the building and relocation processes.

### **G: Identification of Fake Titles**

There are different forms of fake or spurious titles. The causes are many and varied. One of the major undertakings of the prototype is to identify these titles and assist in the early detection of fake records.

- Patently fake or spurious certificates of title are those that have not gone through the process of registration or have not been duly issued and signed by the Register of Deeds.
- Fraudulently issued certificates of title are those issued and signed by the Register of Deeds but their issuance is tainted with fraud or irregularity.

#### **Major achievements and outputs of the Fake Title investigation**

- Workshops have been carried out with the major stakeholders and the current practices documented.
- A TWG is being setup to investigate co-ordinating activities and creating a national strategy.

#### **Technical Transfer and New Practices**

- In the field the staff have been trained to identify fake records and to advise the residents of their authenticity.
- The cross index has been used in the field to authenticate the resident's records.

#### **Major Lessons Learnt**

- Fake title investigation cannot be affective if it does not have a GOP counterpart. If the TAs investigate the procedures and learn the issues, constraints and requirements, this knowledge is lost when they leave at the end of the project, with no benefit to the GOP.
- There are many types of fake and spurious titles/rights held in the community.
- There is not a clear strategic action plan for the passing of information between agencies when fake records detected in the Philippines.

#### **Evaluation of the Fake Title Investigation activities**

Activity	Strengths	Weaknesses	Constraints
Current Activities	<ul style="list-style-type: none"> <li>• Each agency has developed their own procedures and is aware of the problems.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of a unified plan between agencies.</li> <li>• Separate systems used cause duplication of effort.</li> <li>• Criminals are only warned by some agencies (including the ROD) rather than a police investigation being carried out.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

## **Recommendations**

The following are the recommendations for the PA LAMP;

- A PIO2 assistant similar to the one used for OSS is required to co-ordinate meetings, distribute documents, etc.
- As quickly as possible a TWG needs to be established, with members from the agencies that are involved in fake title investigation and a set of counterparts elected.

The following are the recommendations for the LAM Program;

- At this stage no long term recommendations can be made as the activity has not been carried out in any detail.