

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

**EVALUATION OF COMMUNITY
PARTICIPATION – PIO2**

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REPORT D27



Table of Contents

1.0	The Community Relations: A Retrospective	1
1.2	LAM Project	1
1.3	Background of the CRS to Social Program in LAMP	2
2.0	Overview of the Prototype Areas	3
3.0	Community Relations Services: Then and Now	4
3.1	Review of CRS Activities	6
	CRS Conceptual Framework	8
	BAG Participation in CRS Project: The Ultimate Strategy to Community Development	10
	Vision, Mission and Goals	10
	Pilot-testing of the Field Validation: The Holy Spirit Experience	11
	CRS-TWG as Support Structure	12
	Communication Plan	12
	Capability Building/Training in Support of CRS	13
3.2	Informal Settlement Study Consultancy Report	13
	Communicating LAMP to Prototype Communities	13
	Other Major Findings	16
4.0	Constraints, Lessons and Recommendations	17
4.1	Constraints	17
4.2	Lessons	17
5.0	Main Findings and Recommendation	19
Table 1	Barangay Profile of the Prototype Areas	3
Table 2	Enhancing Approaches used by CRS in PIO 2	6
Figure 1	Conceptual Framework of CRS Operations in PIO 2	8
	Appendices	24

Abbreviations and Acronyms

A&D	Alienable and Disposable
BOO	Build-Own-Operate
BSDO	Barangay Security and Development Office
BAG-SC	Barangay Advocacy Group – Steering Committee
CO	Community Organizing
CO/CD	Community Organizing and Community Development
CRS	Community Relations Services
CRSF	Community Relations Services Framework
CMP	Community Mortgage Program
CIM	Cadastral Index Mapping
CRO	Community Relations Office
CDP	Community Development Plan
CAIP	Community Annual Investment Plan
DSWD	Department of Social Welfare and Development
DENR	Department of Environment and Natural Resources
NCR	National Capital Region
FGD	Focus Group Discussion
FAQ	Frequently Ask Questions
GPS	Geographical Positioning System
HOA	HomeOwners Association
IEC	Information, Education and Communication
IPC	Institute for Philippine Culture
CO-M	Community Organizer and Multiversity
LRA	Land Registration Authority
LAG	Local Advisory Group
LAMP	Land Administration and Management Project
LIL	Learning and Innovation Learned
LAA	Land Administration Authority
LGU	Local Government Unit
LARA	Land Administration and Reform Act
LARES	Land Registration System
M&E	Monitoring and Evaluation
NSP	National Shelter Program
NGC	National Government Center
NGO	Non-governmental Organization
OSS	One-Stop-Shop
OCT	Original Certificate of Title
PMO	Project Management Office
PO	People’s Organizations
PhilSSA	Partnership for Philippines Support Services Agencies
PRA	Participatory Rapid Appraisal
PIO 2	Project Implementation Office 2
PDD	Project Design Development
QC	Quezon City
ROD	Register of Deeds
TVRU	Titles Validation and Reconstitution Unit
TNA	Training Needs Assessment
TOR	Terms of Reference

TWG
UPAO PB
UPA

Technical Working Group
Urban Poor Affairs Office - People's Bureau
Urban Poor Association

1.0 THE COMMUNITY RELATIONS SERVICES: A RETROSPECTIVE

This document reviews the effectiveness of the strategies employed in community participation by the Community Relations Services (CRS) that was designed to provide a strategic response to the Philippines - Australia Land Administration and Management Project (LAMP) Project Implementation Office 2 (PIO2) operations. The purpose of the review was to understand the factors that lead to the development of effective approaches in community participation to support the various activities of PIO 2, and how it was carried out. It also tried to examine the constraints and identify significant lessons learnt in project implementation and provides recommendations to further improve future project implementation.

In line with the learning and innovation (LIL) nature of the project, PIO 2 is expected to draw out lessons and recommendations that were learnt from the implementation of CRS to help reconfigure the long-term LAMP II. Valuable lessons were drawn from the joint activity evaluation between the Monitoring & Evaluation and CRS staff¹, consultations with Barangay Advocacy Group – Steering Committee and project documents.

The CRS is an important component of PIO 2. The success of the field validation depend to a large extent on the CRS for bringing together all feasible and practical community members as social allies to raise their awareness of and demand support and cooperation for field validation by providing field enumerators with the necessary data and information. CRS aims to facilitate meaningful involvement and participation of men and women stakeholders in the development of tactics and strategies for effective community participation with a view of paving the way for the testing of methodologies for the improvement of the land records management systems for LAMP PIO2.

The foregoing discussion is organized into the following: Section 2.0 outlines a brief profile of the five prototype Barangays. Clearly, the objectives of PIO 2 could not be achieved without significant community support and participation; hence, the imperative to upscale CRS activities. Section 3.0 draws on the early stages of CRS project implementation experiences in 2002, so with the progress in the last ten months of 2003, its experiential limitations of working in barangay Holy Spirit as well as provides the salient points on the findings and recommendations of the Informal Settlements Study, while Section 4.0 draws out the constraints, lessons and recommendations from the review. Finally, Section 5.0 discusses the main findings and recommendation.

1.2 LAM Project

The CRS was built around component 3 involving Community Participation of stakeholders for Land Titles and Records Improvement in PIO 2. The PIO 2 in district 2 of Quezon city, has the objectives: i) to increase the quality and confidence in the land records system; ii) to test the institutional interfaces between existing agencies and other

¹ Community Relations Services, Activity Evaluation, M&E Report, August 2003

initiatives such as the Land Registration Authority (LRA) - Build-Own-Operate (BOO) scheme; and iii) to develop a comprehensive land records management strategy. The prototype has the following components: i) prototype management, ii) cadastral index mapping, iii) field validation of existing land records and reconstitution of titles, iv) integration of CIMs into the ROD, v) community relations services.

As envisaged, the major outcome of the Prototype will be field proven, documented procedures to systematically validate titles. Other outcomes include the charting of parcels on CIMs, systematic field validation of titles as a result of systematic adjudication, and the integration of CIMs for the five target Barangays into the ROD.

1.3 Background of the Community Relations Services to Social Program in LAMP

The AuAID Project Design Document (PDD) sets out the role of the social/gender/community advisers in LAMP Project. The PDD notes the following:²

A major concern for this project is to help provide a more informed and transparent land administration process, particularly in the light of past concerns. For this reason, an integrated and holistic approach is taken to the development of customer and community relations across the four Project components. It is envisaged that there will be a team of three social/gender/community adviser who, will in effect, have a short-term international consultant based in PMO, together with a national consultant in each of the two prototypes. Working with the team leader and other advisers, it is envisaged that this team will oversee the incorporation of social issues into project activities, will assist the PMO to broaden CRS to include community concerns (if necessary). The team will work with the Local Advisory Groups (LAGs) set up by the PMO to develop an agreed information, education and communication (IEC) strategy for land administration activities.

More often, many technically driven projects the key focus is on the technical processes and social issues are later incorporated into the technical framework. More importantly, social and even political issues are not given enough weight in project design³. Social development must ensure to bring the social actors, the people themselves, into the processes of project design and formulation, planning, and creative execution, and attune other technical processes the demands of putting people first. A review of development initiatives, particularly in the Philippines would underscore the need to make close working relationship between technical and social. Technical specialist are not being prepared to cooperate later with the social specialists; the former do not know what to ask from the later, and remain unaware of what they are entitled (as technical specialists) to

² AusAID Draft PDD Annexes, Assistance to the Philippines Land Administration and Management Project Phase 1, March 2001

³ Adapted with modifications from the *Review of the Social Program Plan*, Report E22, July 2003 p. 4.

receive from the social specialist. Correcting this imbalance is starting to pay off. Meanwhile, the challenge is for social specialist to have a strong say in the design and execution of future development programs. Programs and projects are often designed as though people did not matter for the solution of technical issue.

2.0 OVERVIEW OF THE PROTOTYPE AREAS

PIO2 covers five Barangays in District 2 of Quezon City: Bagong-Silangan, Batasan Hills, Commonwealth, Holy Spirit and Payatas serve as the urban prototype for LAMP. These barangays were chosen because they represent the largest cluster of informal settler households in the country and because of substantial number of lost or burned titles that need to be reconstituted and reconciled. Furthermore, the five barangays selected pose some of the most appalling challenges in the Philippines for the resolution of land-related problems.

The administration of Gloria Macapagal-Arroyo placed a high priority on securing land and housing for informal settlers. The Program of Action of the administration on housing and informal settlers is articulated in the National Shelter Program (NSP). The thrust of the NSP is to address the housing needs of the bottom 40 per cent of the population that live in informal slums/shelter conditions⁴.

The aggregate land area is 2,487,933 hectares and the population is approximately 441,212 densely packed into around 91,911 households (Table 1). It is estimated that 60-70% of the population has the legal status of informal settlers. Interspersed among the densely generally poor communities are private middle-class subdivisions, national government buildings, and large commercial centers.

Table 1. Barangay Profile of the Five Prototype Areas, Quezon City

Barangay	No. of Purok	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 of data: *Barangay Operations Center*, Local Government of Quezon City. Data on population and household as of May 2000.

Of the many land-related issues that adversely affect these urban informal settlers the constant threat from government of eviction ranks among the highest. Some residence in the area dates as far back as the 1960s, when the National Government Center (NGC) covering four of the barangays allowed the influx of migrants from various

⁴ Op. cit. p. 47

parts of the country to its wide expanse of open, unused fields to settle down. Private land was similarly invaded if the owners did not exercise vigilance. Periodic evictions over the years was a common site which spawned strong resistance, even violence that led communities to struggle and organize for themselves in an effort to stop forced evictions and pressure government into allocating the land to them.

During the administration of former Corazon Aquino, they responded to the lobbying efforts of People's Organizations (POs) and support Non-governmental Organizations (NGOs) when in 1987 she proclaimed 150 hectares of the NGC for allocation to qualified residents. Owing to delays in implementing land titling in the area, however, squatter syndicates allegedly aided and abetted by city government functionaries and other corrupt officials exploited the situation by bringing in thousands more informal settler families – for a price. In the 1990s the national government allocated the land along the main highway to large-scale commercial interests, drawing wide-scale protests from commonwealth households. Although some titles were issued to informal residents during the Estrada and Macapagal-Arroyo Administrations, most residents lack a clear idea of their tenure status and worry about the implications of insecure tenure for the poverty.

Historically, it clearly illustrates the difficult situation faced by LAMP. Residents desperately want titles to the land they occupy, but they fear from past experience with government-initiated programs that land registration and management processes will result in their demolition and relocation. This is exacerbated by the fact that there is presence of organized syndicates who allegedly prey on the informal settlers by collecting some Php550 monthly dues as “protection money” in exchange for their occupation. Failure to pay the syndicates simply means harassment and even eviction.

3.0 COMMUNITY RELATIONS SERVICES: THEN AND NOW

In the early stages of LAMP in September 2001, the CRS component of the PIO2 was viewed as:

The CRS was a sub-unit of the Monitoring & Evaluation Unit (M&E). However, CRS did not function as such under the said unit. Although the project design underscores the great need for a unit such as CRS, the specific tasks and functions in relation to the present situation of PIO 2 were not clearly laid out due to the absence of a suitable person who possesses the expertise to manage the unit. Meanwhile, PIO 2 managed without the CRS although it did not work to its advantage because there is a need for a particular person who can initiate and relate with communities to participate in project related activities⁵

Later, the CRS evolved as the vehicle whereby the public is kept informed about the Project and in so doing solicits community participation and support for its activities. The CRS is intended to examine the community concerns on land related issues thereby ensuring that within the scope of the activities of the Prototype, the project remains relevant and responsive to the community needs.

⁵ Community Relations Services, Activity Evaluation, M&E Report, August 2003

During the last ten months of CRS implementation, considerable efforts were made to support the implementation strategies of PIO2. Heightened CRS awareness campaigns were conducted in PIO2 communities, particularly in Holy Spirit by building a keen interest among the stakeholders through information dissemination on the concept and principles of LAMP PIO2 to convince, persuade and encourage peoples' participation and involvement in implementation of field validations. CRS processes included:

- Creation of a CRS Technical Working Group (TWG) comprising the public information officers from the DENR-NCR, LRA, ROD, UPAO and CRO units of the Quezon City Local Government Unit, including the head of the barangay Security and Development Office (BSDO) of Holy Spirit.
- Groundwork and coordination activities such as conduct of courtesy visits and meetings with barangay officials prior to the implementation of field activities (e.g. GPS geodetic survey activities). During the courtesy visits information on the Project was provided and arrangements discussed for further field activities to be undertaken.
- Conduct of Community Assemblies in barangays Holy Spirit and batasan Hills in October 2001 and February 2002, respectively, to provide orientation on the Project and Prototype 2 Geographical Positioning System (GPS) activities. The Assemblies provided the venue and opportunity for barangay leaders and constituents to seek clarification and raise issues about LAMP. Issues that were raised by community members in these early stages included:
 - Fears regarding possible displacement that might result from information gained through PIO 2 mapping/GPS activities.
 - Apprehensions that LAMP is a “smokescreen” for the government to scrutinize how informal settlers can be evicted from the lands they occupy.
 - Apprehensions that loans from the World Bank for the implementation of LAMP would eventually result in land values since the Philippines would be obliged to repay the loans at the expense of the poor who have long been trying to acquire land they can call their own.
 - Concerns that LAMP is just another “CMP in the making” which has some negative connotations in the community.
 - Questioning of how the Project could directly address and settle disputes that currently exist in the area?
 - Apprehension that LAMP does not provide any tangible or direct benefits in the form of housing or land ownership and is therefore futile.

To address these issues, a Strategic Planning Workshop for CRS was held in March 2002 to discuss problems and identify strategies for building community interest because the broader community did not see how LAMP would assist them in meeting their primary needs. Moreover, the community members were skeptical that the Project might even lead to their displacement. As such, to have a better understanding of the land history, the profile of the communities, and the current land issues, LAMP needed to initiate two major actions:

3.1 Review of CRS Activities⁶

In the last quarter of 2002, a review of CRS activities was conducted. Table 2 summarizes the review of CRS approaches. In the left-hand column are the functions, followed by suggestions in the middle-column and further column to the right are the outcomes for enhancing CRS in PIO 2.

Table 2. Enhancing Approaches used by CRS in PIO 2

Approaches	Functions	Suggestions to Further Enhance the Approaches	Outcomes
Local Advisory Group (LAG)	Policy making body of LAMP PIO 2	A powerful group composed of politicians, technocrats and service-oriented individuals that need to be effectively tapped to provide PIO 2 with policy directions and critical review of activities. Identify champions within the LAG and regularly inviting them to serve as resource persons in specific activities. The LAG can also be given “high-profile” responsibilities particularly to individuals or as collective efforts that would bring “positive points” to members.	DENR passed a Memo recognizing “Payatas Estate” as Titled and Disposable Land (A&D)
Social Preparation and Networking	Set the stage for the initial establishment of rapport with barangay officials and obtain background information about the communities.	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.	Interaction between the BAG and PIO 2 was enhanced through a joint undertaking on project-related activities
Community Assembly	Present a “wholesale” perspective of the project to a large social group	Break up community interactive consultations into puroks, and area-specific dialogues to effectively disseminate and get feedback from communities.	Difficulty in reaching a consensus among stakeholders
CRS-Technical Working Group (CRS-TWG)	UPAO helps in facilitating and addressing the queries raised by the communities about the CMP	Engage in a joint action planning with CRS-TWG by redefining the specific roles and responsibilities of each party, taking into consideration the limitations of each individuals/unit, and agree on practical arrangements where complementation can be undertaken in the areas of	Potential for joint CRS activity of partner-agencies are underutilized

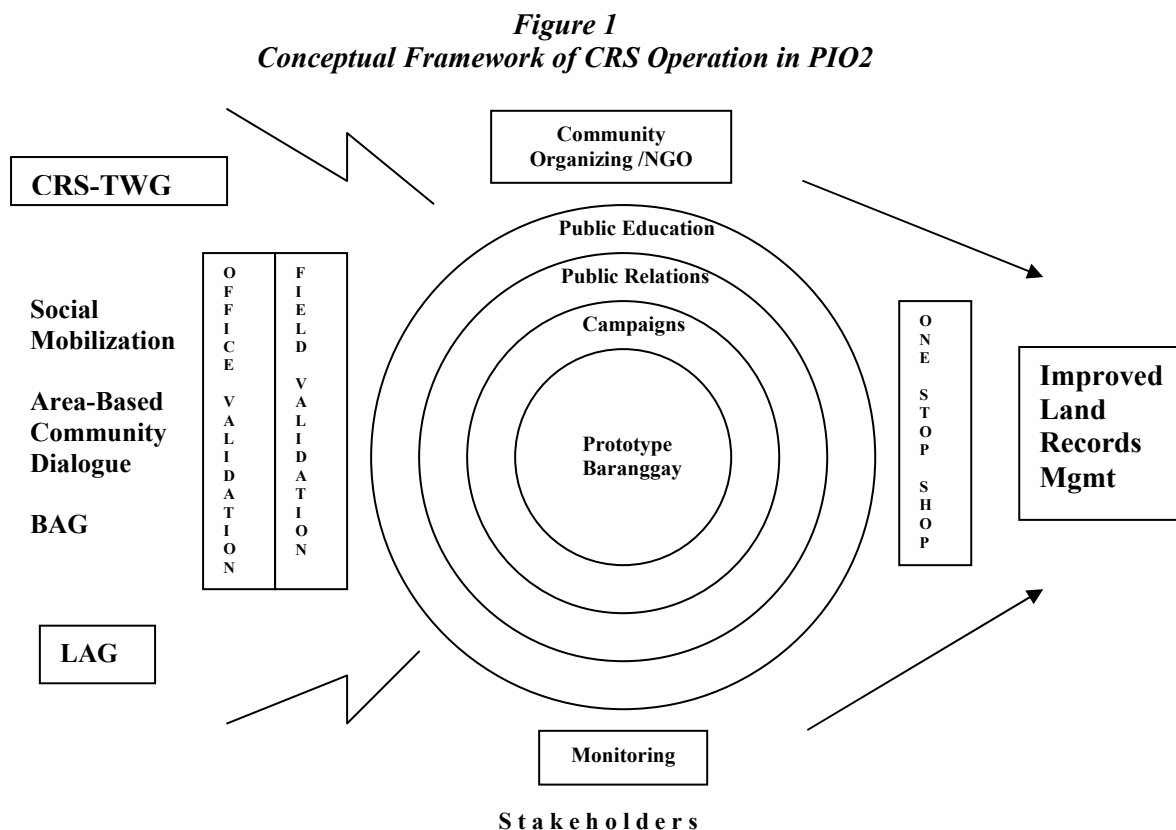
⁶ Adapted from the *Community Relations Services Framework Strategies of Prototype 2*, Report D2, Land Equity International, December 2002.

		operation, type of assistance, cooperation, etc.	
Barangay Advocacy Group (BAG)	Effective coordinating body for the barangay	Identify the early adopters (opinion leaders) within or even outside the community. Talk about the project and impress upon them the benefits of improved land records. Employing early adopters in the CRS promotion and education campaigns is beneficial because this group have the greatest contact in the community - spreading word-of-mouth and advice among individuals and community members.	BAG helped inform, convince and persuade other residents about LAMP benefits
Area-based Community Dialogue	Generates closer social interaction among and between communities and the project staff	Adopt the same suggestions as above.	Conveyed valid information about the project to a greater number of community members
Production and dissemination of CRS Materials	Reinforces the dissemination of information to communities	Need to develop and enhance communication materials in vernacular focusing on land related laws, policies and procedures. Disseminate to involved barangays and complemented by putting up banners or posters at strategic areas in the communities Develop kit for “Frequently Ask Questions” that would specifically address queries and concerns of communities and other interest groups during consultations. Explore possibility of tapping radio program. Develop a joint radio program to broadcast PIO 2 activities and the potential benefits of improved land records.	Provides complementation to the advocacy campaign of PIO 2
CO/CD	Empower local leaders, people’s organizations, groups, and the whole community. Considered as the basic element in mobilization at the grassroots level	In the long-term LAMPPII, CO/CD should be part and parcel of the project design as the approach to community mobilization.	Individual and community groups are able to get a sense of what they can do themselves to improve their situation.

CRS Conceptual Framework

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 and informal settlers in PIO 2 (Fig. 1).



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 communication media (public relations, public education, campaigns, etc.) to push for the proposed reform measures for the PIO 2. The aim is to build people's knowledge, skills and attitude about the project. 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 its basic premise the realization that 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.

Operationalization of the CRS Framework (CRSF) in early 2003 paved the way for the CRS Unit to define in specific terms:

- Implementation procedures and processes;
- CRS deliverables;
- Roles and functions in relation to other operating units; and
- Tactics and strategies for community participation that will provide directions for overall CRS implementation

In June 2003 a report of CRS achievements and initial lessons learned in the first 6 months of 2003 was prepared. The Report notes that⁷:

Achievements and lessons gained by the CRS activities are assessed against the CRSF major strategic directions for PIO2. It should be emphasized that the locus of CRS operations is only in Holy Spirit as the project has contracted the Philippines Partnership for Support Services Agencies (PhilSSA), to undertake the CRS and field validation in the four remaining barangays.

The CRS used various types of information dissemination approaches such as interpersonal communication, i.e., meeting, fora, seminars, and print media (e.g. brochures and leaflets) with a view to enlist support and cooperation from the community to accept the project. Social acceptance of the informal settlers was demonstrated in the support and cooperation they provided, particularly during field validation, by producing whatever land records they possessed for the field enumerators to validate and examine and attend regular meetings on land-related concerns. The CRS was able to convince and persuade a specific group of people, i.e. informal settlers, to take necessary action in support of the prototype. On the contrary, residents of established subdivisions lacked interest in the Project and do not cooperate unless they have problems in regard to their land titles. These residents are secure on their landholdings and have no strong motive to support PIO2 because they do not expect the project to bring any personal benefit.

BAG Participation in CRS Project: The Ultimate Strategy for Community Development⁸

BAG as Vehicle for CD

In 2003 the CRS intensified its efforts to strengthen its network and partnership with community in Holy Spirit through the BAG. The BAG is a large (approximately 63 members) coalition of people's organizations/homeowners associations that serves as a local network and coordinating body for CRS implementation. The BAG is viewed as an effective vehicle for mobilizing stakeholder energies and for stakeholders to articulate their aspirations through participation in CRS activities.

A BAG Steering Committee (SC) of nine people was nominated by the BAG assembly to be their link with LAMP. By November 2003, the BAG will hold its first election of new sets of officers who will have a fix term of 2 years. Subsequent elections will follow suit. The BAG-SC helps convey, clarify and rectify disinformation peddled by land syndicates in Holy Spirit by providing valid information about the project and its benefits to the informal settlers; explaining that LAMP can facilitate the process of land titling and development of land records management.

The BAG provides the foundation for mobilization and active participation of people in grassroots democracy for land-related concerns. Continuous and intensified efforts

⁷ Adapted from the *Community Relations Services in Prototype 2*, Report D20, Land Equity International, July 2003

⁸ Adapted from the *Handbook on Community Relations Services: Participatory Tools and Techniques for Prototype 2*, Report D20, June 2003.

of the CRS are directed towards strengthening the BAG as the channel through which community participation can be effected in the Prototype. The CRS has initiated the drafting of the BAG's Vision, Mission and Goal, including the Constitution and By-laws and Community Development Plan and Investment Plan (CDIP).

Vision

BAG envisions a community that is law abiding and God-fearing, who will collectively work towards socio-economic, political and cultural empowerment and stable tenurial status, involving people's active participation towards a just, humane, gender aware and environment-friendly community.

Mission

Enhance homeowners associations' ownership on alienable and disposal (A&D) land parcels for housing and commercial purposes.

Goals

- To raise consciousness of community with respect to various issues and concern affecting tenurial status and enable them to defend themselves against syndicated organizations.
- To assert the rights of the occupants (informal settlers) to own parcels of land with due consideration to gender.
- To facilitate the process of titling and prioritize parcels with legitimate titles.
- To work in strategic partnership with various government, non-government organization and individuals to generate support towards advocacy and common issues.
- To identify and utilize available local resources towards the community's own sustainable development.

The CRS Unit meets with the BAG-SC every week and has assisted with the preparation of a Participatory Rapid Appraisal (PRA). The BAG-SC presented (with the assistance of LAMP-funded training on facilitation and presentation skills) the findings of the PRA to the BAG assembly for validation. The PRA contained the socio-economic, political, religious and institutional assessments, including identified problems and opportunities in Holy Spirit. The PRA report will be the basis for drafting the BAG-CDIP⁹. The initial draft of the CDIP is shown in Annex A, B&C. The BAG-CDIP in Annex A shows the suggested pro-format of the document where the problems, aspirations and felt needs of the community are identified, prioritized and pursued based on the available resources within or outside of the locality. Preparation of the BAG-CDIP will begin between October to November 2003. As a continuing commitment of the prototype to the BAG-SC, the CRS shall provide technical leadership in facilitating the initial drafting of the BAG-CDIP. There is a proposal that around 30 members of the BAG receive leadership and conflict resolution training. However, this proposal has not been finalized due to delays in prioritizing the remaining training budget.

Given that the field validation has been completed in Holy Spirit, the CRS engagement with BAG-SC will still continue until such time that the BAG-CDIP has

⁹ The Investment Plan is a component of the CDP that bears details of identified projects/activities for implementation, reflecting the period of implementation with corresponding budget requirements and sources of funds.

been finally drafted and formally hand over to the *sangguniang* barangay officials in Holy Spirit. The BAG-SC and the BAG assembly are aware that after drafting the BAG-CDIP, there will be a gradual phase-down of CRS activities in Holy Spirit.

Pilot-testing of the Field Validation Process: The Holy Spirit Experience

PIO 2 has pilot-tested field validation procedures in Holy Spirit. The first field validation was carried out November 14, 2002 at B.F. homes, followed in March at B.F. Homes Subdivision, and finally in June 2003 at Villar Maloles.

The CRS provided support to the field validation by ensuring that the residents were earlier informed about the field validation activities and in enlisting their support and cooperation to produce any land records they possess for the field enumerators to record and update records. The BAG assisted in mobilizing the residents during the series of field validations by conducting education campaigns with their respective HOA members about the purpose and benefits of field validation. A number of BAG members were utilized by the Project to act as field enumerators and to guide the field validation team. As a result, residents cooperated in the field validation by providing their land records and other relevant information to the field validation team. It was found that holding discussions prior to the field validation, using different tactics and strategies for different stakeholders, i.e., informal settlers and established subdivisions, is an effective means to solicit the community's support and cooperation for field validation.

With the field validation completed in Holy Spirit the, the Titles Validation and Reconstitution Unit (TVRU) needs to fast-pace the processing of the results in order for the outcomes of field validation to be reported back to the community. Quite recently, the community has been asking when the results will be known. Approximately 3000 questionnaires were done during the field validation process. Only when this data is processed can there be a more objective assessment of how effective the field validation processes have been.

The next pilot is for PhilSSA to carry out the field validation activities in the four remaining prototype barangays. Their contract is for at least 8,000 parcels – based on registered parcels – but does take into account the fact that some parcels can contain up to 6 or more properties in informal areas. Selective approaches to specific areas will need to be agreed upon with PhilSSA to ensure maximum validation of registered parcels and not the collection of data from multiple informal properties that are situated over a single parcel (Annex D outlines the Operational Plan for PhilSSA to undertake in the remaining prototype barangays).

CRS-Technical Working Group as Support Structure

The CRS-Technical Working Group (TWG) was envisioned as a coordinating body between the Project and the partner-agencies in order to build a constituency of support on the proposed legal and institutional reforms proposed by LAMP. The CRS-TWG is composed of the heads of the information offices of partner-agencies: DENR-NCR, LRA, ROD, Quezon City Government's Community Relations Office (CRO) and Urban Affairs Office of the People's Bureau (UPAO-PB), and the head of the Barangay Security Development Office (BSDO). The practical functions of the

TWG is to identify and respond to the information requirements of the respective agencies in relation to the implementation of LAMP and to provide backstopping to CRS activities in Holy Spirit.

To date, the CRS-TWG has not performed the roles envisioned for it, reflecting a broader lack of cooperation between LAMP and its national government partner-agencies. To fully utilize the TWG as a strategic partner of the Project it is recommended that there is a redefinition of the specific roles and responsibilities of each party, taking into consideration the limitations of each individuals/units, and agreement reached on practical arrangements for complementation in areas of operation.

Communication Plan

The CRS in conjunction with PhilSSA are currently involved in the development and production of communication materials as part of the communication plan to support CRS activities. The communication materials include: i) brochures/comics; ii) posters for OSS promotion; iii) leaflets; iv) billboards for OCT 333; and v) streamers. The communication plan is envisaged to involve: 1) analysis, 2) strategic design, 3) message and materials development, pretesting, and production, 4) management, implementation and monitoring, 5) impact evaluation, and 6) planning for continuity.

Capability Building/Training in Support of CRS

A number of capability building/training has supported the conduct of CO/CD to harness the community's potentials, particularly in sustaining their interest. Capability building is designed to improve people's knowledge of, attitudes towards and/or skills in advocacy and mobilization. It develops their competencies in dealing with their networks, in resource sharing, in problem-solving and decision-making, and in collective action.

3.2 Informal Settlements Consultancy Report

The Informal Settlements Study conducted by the Institute of Philippine Culture, and its partner Community Organizer Multiversity (IPC/CO-M) tried to look into how to effectively communicate LAMP to the pilot communities. Below highlights the findings of the Informal Settlements Study, particularly in communicating LAMP:

Communicating LAMP to Prototype Communities¹⁰

a) *Starting with Cases.* The LAM Project presentations traditionally start with a discussion of how the LAM Project originated, the procedure that was followed to get it approved, and the objectives of the Program. The difficulty with this approach is that (i) the community does not really need to know the process by which the Program or prototype was approved; and (ii) stating the objectives of the Program without first stating the problems it aims to address can be very hard for most people to appreciate. It is best to start immediately with cases and proceed to the problems that the project seeks to address. This can be done in the following

¹⁰ De la Cruz, Leland Joseph and Ma. Fides Bagasao. (2003). *Informal Settlements Consultancy*. Final Report. Quezon City, Philippines

manner: asking a general question, such as “*Ano po ang nararanasan ninyong problema kapag hindi ninyo tiyak kung sino ang nagmamay-ari ng lupang tinitirahan niyo?*” (“What are the problems you encounter when it is not clear who owns the lot that you are occupying?”) This can be made clearer by providing examples, phrased as follows, “*Nangyari na ba ito sa inyo?*” (“Has this happened to you?”), or “*May alam ba kayong dumaan sa ganito?*” (“Do you know any similar case?”)

- b) The process can also be reversed by asking first if the people have experienced the cases and then following up with the questions, “*Ano pa bang problema and nararanasan ninyo kapag hindi ninyo tiyak kung sino ang nagmamay-ari ng lupang tinitirhan niyo?*” (“What other problems do you encounter when you are not able to determine ownership of the property you are occupying?”)

In both cases, it is important that the LAMP personnel let the community share its experiences. A principle of effective communication is allowing people to talk first and relating your message to what they already knew or have experienced. If people share cases regarding land issues that LAMP cannot address, these cases could be highlighted as beyond the scope of the Project. Through this case approach, the people will gain a clearer idea of what the Project involves and where it can and cannot assist their efforts to secure tenure.

- b) *Knowing the History of the Community and Having One Message.* Questions about LAMP must not be separated from questions about the community where the presentation is being made. Therefore, presenters must inform themselves of the history and current status of land disposition in the area, including the various government agencies, NGOs, and POs working in the area.

As an example of why this is important – it has been reported that LAMP staff created some confusion in NGC (especially in NGC-West) by saying that the status of landownership is unclear even though the people had already signed the CTS and DOAS and were paying amortization. The LAMP staff should have couched their message to this group within the context of NGCHP initiatives for land disposition.

It would also help if focus group discussions (FGD) with the communities are conducted prior to the presentation in order to derive the most frequently asked questions (FAQs) of the people with regard to their land status. During the focus group discussions held for this study, it came out very clearly that the POs were dismayed by the inconsistency in information coming from various government agencies. Thus, it is important for presenters from various agencies to consolidate their positions on particular issues and their replies to questions before making presentations. A classic example of this was the conflict between LRA and DENR over the status of Payatas.

- c) *Expecting Frustration.* When presenting to informal settlers expect a significant level of frustration/anger. It is important to keep in mind that these people have been living with insecurity of false claimants and syndicates for a long time. Moreover, several government agencies and foreigners have purportedly come to help them but have left very few tangible benefits. Many PO leaders have been

actively involved in efforts to acquire the land for the community, but have often been met with empty promises and non-cooperation from government agencies. The presenter must remember not to take the resentment personally but rather respond cool-headedly to the underlying questions and not raise expectations.

- d) *The Messenger is the message.* The institutional affiliation of the presenter is important. The mere presence of strangers in informal settler communities can arouse a significant amount of suspicion. One can expect when making a field visit, and most especially a field investigation, a lot of questions and a lot of skepticism about the motive for the visit. People in depressed communities are generally very cautious about the initiatives of the Urban Poor Affairs Office (UPAO) because it is associated with resettlement and demolitions. They are also wary of DENR and view it as a source of confusion. DENR issuances of residential use permits and its insistence (until recently) that Payatas is a public forestland have hampered ongoing efforts to negotiate with landowners for the purchase of private lands.
- e) *Being Conscious of Who You Work With and Who You Talk To.* The current strategy of LAMP seems to consult the local communities through the Barangay Advisory Group (BAG) organized by the Community Relations Office (CRO) of City hall. Some hold the view that the selection of individuals that LAMP would work with was politically motivated; that they do not genuinely represent and articulate the interests of the people as important as briefing barangay officials on LAMP, is briefing the POs and other key social actors, like the parishes.

The ALMA-LUPA (Payatas) recommends that LAMP organize community-level consultations and volunteered to facilitate the activity. They claim that it is easy to gather people so long as the LAMP is willing to finance a merienda (snack) during the consultation. This can be held right after the Sunday mass and announcements on the activity can be made during the mass. Another possible venue is the meetings of the Parent-teacher Association. Parents can be informed through letters distributed among their children. Community briefings seem to be the best strategy for reaching out to the communities, providing them with a venue for answering questions about land status and the LAMP prototype. Other venues can also be explored, such as Radio Maralita, a radio program aired by the Urban Poor Associates (UPA) over the A.M. band. Kristong Hari Foundation likewise issues a community newsletter which LAMP can use for information dissemination.

- f) *Keeping the Skeptics in Mind.* A number of interviewees from NGOs and POs are skeptical about the viability of the Project, especially verification of ownership of particular plots of land. One interviewee observed that squatting syndicates have “influence” all the way up to the judiciary. Some NGO and PO interviewees asked if LAMP was another political gimmick. Focus group discussions revealed that the POs feel they are used by politicians. “*Wala pa ring katiyakan sa paninirahan dahil ginagamit sa pulitika ang isyu ng mga maralita.*” (“There is no security of tenure because the issues of the poor are being used in politics.”) This is why the name LAMP, which is closely associated with President Estrada, can be very misleading.

g) *Relationship with Poverty.* Aside from the CMP, NGO representatives do not see a direct (or even a long-term) relation between LAMP (especially in Quezon City) and poverty alleviation. They receive LAMP as beneficial only to those who have begun the process of acquisition. Moreover, even with the CMP, the results will depend on the willingness of the landowner to sell. The issue, they say, is the affordability of the land.

A difficulty for LAMP is the NGO perception that the project is based on the work of Hernando de Soto and that its only goal is titling. NGO interviewees and academics are critical of the de Soto perspective, considering it to be highly reductionist in nature. They suggest that the problem is not the absence of a title but rather the provision of secure tenure. Further, that the only reason that people want titles is because Philippine history has engrained in them that titling is the only source of tenure security. NGO interviewees suggest that instead of providing titles (which is what they perceive LAMP is about) LAMP should focus on providing tenure instruments such as usufruct rights or perpetual leases similar to the ones used in Singapore.

Some concerns were aired among people's organizations that identifying owners will facilitate the eviction of informal settlers from particular areas. Even the Community Relations Office (CRO) of Quezon City says that some quarters, including those who sublease, do not want to participate in LAMP because they feel threatened by the Project. Another source of skepticism among some people's organizations is their perception that projects, which do not spring up from the grassroot level usually do not work. They contend that the people did not ask for this project and point out that it did not come from the grassroots.

Other major findings

The following are summary of other major findings of the Informal settlement Study Report¹¹:

The output of the LAMP prototype can and should aid in the initial stages of socialized housing programs by hastening the disposition of land to informal settlers, for example:

- Policy research will help clarify land classification in areas like Payatas.
- Cadastral index mapping will facilitate the expropriation of property for direct housing provisions by NHA, the identification of title owners for the CMP and direct sales to informal settlers, and clarify land status/ownership for the process leading to public land proclamation.
- In the process of archival research, field validation, and consultations with the communities LAMP can identify professional squatters and/or practices of professional squatters in various informal settlements.

¹¹ Op. cit. p. 38

- The one-stop shop can lessen the time and cost for processing housing applications and other documents, including title authentications, for the various modes of land disposition.

Contested land status and landownership creates an adverse impact in the following areas:

- *Social Infrastructure.* Because ownerships are not clear physical infrastructure cannot be built. The Quezon City Social Welfare and Development Office (DSWD) cannot establish day care centers in Payatas because City hall issues building permits only if the land is properly secured.
- *Illegal Claimants.* Claimants, who allegedly bought the property from the original owner, sometimes enter the community and harass the people using police force (“sini-sheriff”). They will even go to the extent of sending the people to the national Bureau of Investigation or NBI (“pinapa-NBI”), or having their homes padlocked.

4.0 CONSTRAINTS, LESSONS AND RECOMMENDATIONS

CRS activities in the first six months of 2003 have been very limited in scope and geographic coverage. Activity after completion of the field validation, has been focused on further development of the BAG (created in 2002) as the coordinating body and local network for Barangay Holy Spirit. The aim is to institutionalize the BAG-SC as the **“ultimate strategy for community development”**. Upon completion of the draft BAG CDIP, CRS will withdraw its support and allow LGU development processes to take over. The following sections examine the overall constraints on CRS activity, the lessons gained in Barangay Holy Spirit and put forward some recommendations for consideration for LAMPPII.

4.1 Constraints

- Failure to resolve access to LARES-LTCP data under contract to LRA has taken a toll on the production of CIMs. CRS activities have been similarly constrained; barangay entry processes cannot be undertaken as planned, since these activities are dependent on the other operating units being ready to undertake either production of CIMs or field validation activities in the prototype barangays.
- Contracting procedures for PhilSSA to support CRS activities for the Informal Settlements Study, took an unprecedented length of time given the services were required for a three-year project. PhilSSA, the NGO network that will support CRS in the four remaining barangays, is not due to start the field operations by November 2003. The information provided by the Informal Settlements Study would have been very beneficial to PIO 2 at its very early stages of project implementation. Notwithstanding that PIO 2 has concentrated its efforts only in Holy Spirit, operationally the findings of the Informal Settlements Study is still relevant owing to the extension of the project (*Review on the Social Program Plan, Report E22, June 2003*).

- As part of the project design for PIO 2, non-dispersal of fiscal authority to PIO 2 operations has markedly caused delays and frustrations among project staff in the immediate implementation of planned activities. PIO 2 literally has to beg from the PMO for immediate allocation and prioritize releases of operational funds. The results is that testing of alternative methodologies for CRS has been limited to Holy Spirit and cannot confidently claim that appropriate approaches for different situations have been developed, tested, adjusted and retested.

4.2 Lessons

- Inter-agency coordination is important to secure upfront support and cooperation of service providers and other government organizations which can provide direct or indirect support to the project to address organizational and external concerns and interest of communities. Networking and alliance building adds to the success of any mobilization activity by identifying those who can “actually and potentially act on the problem” and establishing close collaboration with them.
- Increase in the level of quality of participation in project-related activities among community of stakeholders in PIO 2 are attributed to the CO/CD approach. The participation of the informal settlers is viewed as both a means and an end. As an end, the participation of people in the broader sense which concern them is an expression of their worth and rightful place in the community. As a means, their participation serves as a mechanism for mobilizing resources, ideas and motivation for promoting LAMP for community’s welfare and development.
- Field validation staff requires capability building or training in community relations’ skills. This will provide them the necessary appreciation and understanding on the sensitivity to the aspirations of communities, particularly on the socio-cultural profile of the informal settlers before they are engage with communities in the field validation exercise so that expectations are managed well.
- Community dialogues underscores the importance of gaining community acceptance for LAMP. In particular, for effective results of field validation, it necessitates community support and cooperation to solicit for information that can easily be provided by the communities. Therefore, it is vital that there is community acceptance and support for LAMP prior to field activities to take place. Communication strategies are therefore very important. The Informal Settlements Study provides an excellent advice on how to effectively communicate with informal settlers.
- An effective CO/CD approach must be founded on fundamental principles that are based on the awareness by people of their innate human dignity and consequent capacities. Therefore, LAMP development must lead to a unified and participatory effort by the community that is confident to articulate its land-related needs and aspirations, and given fair share of social and political power.
- The socio-cultural divergence of the prototype urban communities provided a crucial role for elected barangay officials to represent all interests in the

community. Therefore, the Barangay Chair vis-a-vis the Sangguiniang Barangay are critically important in the development of the barangay entry strategy. The strategy should be based on a good understanding of the social, political, organizational and institutional milieu obtaining in the barangays and that all relevant local social structures must be involved.

- LAMP at hindsight is not immediately relevant to a greater portion of the informal settlers to imbibe and create sustained interest. The CRS has devoted considerable level of resources (not to mention free snacks or meals) during BAG-SC meetings, it is doubtful that the BAG and the BAG-SC in its present organizational maturity might not be able to sustain interest beyond CRS support. That is not to say that the outcomes of the BAG-CDIP can not be taken up by the Quezon City local government and led to land-related improvement. Therefore, there is a need for CRS to assist in the initial implementation of identified projects in the investment plan.
- The effectiveness of the field validation process cannot be objectively assessed unless the TVRU process the data collected. The community's involvement in this process should be reciprocated with giving feedback on the results. Long delays have been noticed and if not adequately acted on time, this will undermine the credibility of LAMP. Therefore, people in the communities should not be treated as an object but as partners of LAMP.
- One-Stop Shop could easily be understood and aroused interest among the community because of the concomitant benefits it offer for those who suffered long delays in the processing of land-related transactions on the hands of corrupt and inept public officials. Delays in the operationalization of the OSS where all land-related transactions can take place and its limited geographic coverage (i.e. five barangays in District 2 of Quezon City) and range of functions might further dampen the community's enthusiasm and expectations on something that they would benefit from LAMP.
- The CRS-TWG was envisioned as a coordinating body between the PIO2 and the partner-agencies in order to build a constituency of support on the proposed legal and institutional reforms proposed by LAMP. The practical function of the TWG is to identify and respond to the information requirements of the respective agencies in relation to the implementation of LAMP and to provide backstopping to CRS activities in the five prototype barangays. To date, the CRS-TWG has not performed the roles envisioned for it, reflecting a broader lack of cooperation between LAMP and its national government partner agencies.
- Large number of training events conducted in support of CRS activities, with community partners and staff as trainees, who are working directly and indirectly with CRS. These trainings as evidenced in Annex E have not fallen under the proposed Competency Approach and are therefore difficult to assess in terms of a systematic evaluation of competencies gained as a result of the training (*Review on Social Program Plan, Report E22, June 2003*)

4.3 Recommendations

- Social mobilization (Socmob) should be able to establish linkage with stakeholders in the community, NGOs, people's organizations, relevant institutions and agencies that LAMP is working with. Socmob is helpful in securing the support and commitment of government officials, be it at the local and national level. Here, the communication methods would include joint training programs, study tours, and coverage of the subject by the mass media. Further, LAMP should move for the immediate passage of the LAA, the LARA and the eventual integration of the land administration and management into one single agency to allow restructuring of the existing land administration system. This is necessary in order to achieve more effective coordination among land-related agencies, hence make the land administration and management system responsive to the needs of the people.
- Development of future community participation strategies for LAMP should address the basic needs of people. A first step towards this is to build people's awareness (critical consciousness (conscientization) about their problems of national and local levels, and even international) and recognition of their needs. This means that they should actively be involved in LAMP-related activities, giving some degree of involvement in decision-making, project planning and implementation. For people's participation to be genuine, it must allow people the freedom not to participate. **The people must not be forced to participate, but rather work with those who are interested and drawing the others to participate with LAMP activities by example.**
- In LAMP II, it should not create new social structures; rather work with existing organizations (i.e. NGOs/POs/HOAs) actively operating in the communities. Working with existing social structures should have two aims: a) to provide support to LAMP field activities; and b) to see where LAMP can assist in the streamlining and/or improvement of land administration and management processes that frustrate their current attempts to secure and formalize their tenure arrangements. As has been indicated in the CRSF, future CRS work should reconsider the existence of diverse cultures in the communities 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.

Generating community profiles prior to actual fieldwork will certainly provide a significant input to design and development of community participation strategy about the project. 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.

- The field validation staff should be trained on the basic of community participation approaches and should be immersed in the barangay to gain deep appreciation on the sensitivity to the aspirations of people and openness to creative possibilities where field validation will be conducted. Field validation staff can and should get to know the environment and the lifestyle of the people

that they will work with. That is, being seen and introduced by the barangay officials and/or HOAs, and initially explaining field validation process with the people is an important phase for social preparation prior to the field validation to effectively take place.

- The processing of the field validation data should be given priority attention and that the results are communicated to Holy Spirit, as well as in the four remaining prototype barangays as soon as possible. In informal settler areas the field validation process should attempt to focus on establishing any details regarding, who the registered owners of the land. The field validation questionnaire should incorporate an information that will provide informal settlers and landowners how they can access the ownership records for the parcel they are residing on. In the established subdivisions the information to be gathered should focus on establishing ownership and assisting those owners who need to reconstitute their titles (*Review on the Social Program Plan, Report E22, June 2003*).
- The One-Stop Shop should be explained in the context of a new single LAA, the LARA, and eventual integration of land administration and management functions into one single agency. A new organizational culture should be imbibed that the OSS in PIO 2 will be limited in scope and presumably not fulfill all expectations.
- Optimize utilization of the TWG as a strategic partner of the PIO 2 by redefining the specific roles and responsibilities of each party, taking into consideration the limitations of each individuals/units, and agree on practical arrangements for complementation in areas of operation and translate these into deliverables with corresponding timelines.
- With the extension of the LAM Project way into 2004 and subsequent phase of LAMPPII, there should be stricter adoption of the Competency Approach for all activities in support of CRS. There should also be a regular and systematic evaluation and processing of trainings held as basis for fine-tuning and adjusting training module/content to be responsive and attune with the training needs of the stakeholders.

5.0 OVERALL FINDINGS AND RECOMMENDATION

An important key to the PIO 2 current success was the establishment of a positive and open relationship with stakeholders. A major consideration was Barangay Holy Spirit in which the Project has initially put considerable efforts and energies to enhance community relations.

Part of the CRS continuing approach used, yet ongoing activity, towards sustaining community participation was to:

- pursue the institutionalization of the BAG for mutual benefits for all members involved.
- work in partnership with Holy Spirit, including the 4 remaining prototype barangays access to opportunities for funding the proposed BAG CDP/CAIP for community welfare and development.

LAMP was able to significantly promote and develop community relations, enhanced appreciation and understanding among the stakeholders on land related concerns, and their active participation as partnership facilitators, or conduit between the BAG and LAMP.

Since the inception of PIO 2, CRS has encompassed a number of interactions between PIO 2 and the community. By engaging in PIO2 initiatives, such as public meetings, workshops, symposia, seminars, fora, etc., these mobilization tools have greatly provided a good venue for informing the communities of ongoing activities, and allowed LAMP to discuss and received feedback about the Project. These LAMP initiated activities has clearly benefited the stakeholders from:

- new strategic partnership with LAMP
- established and strengthened relationships with LAMP
- enhanced perception among stakeholders about the reform agenda of the Project
- improved **prospects** and benefits for OSS operations

The creation of the BAG as a coordinative body and local network for LAMP in Holy Spirit has to some extent helped restore the trust of the informal settlers in the proposed reform agenda for improved land records and management system in the country. Nevertheless, the derailment in the opening of the OSS as LAMP's strategic response to systematize land related transactions might undermine the community's enthusiasm and expectations on something that they would tangibly benefit from LAMP.

Attempt to unify the HOAs in Holy Spirit into the BAG provided the poor majority of the informal settlers with the vehicle to be heard and to exert pressure to achieve their needs on land related concerns. The emerging awareness and transformation envisaged by CRS towards social acceptance of the testing of methodologies for improving land records and management system was expressed in the community's interest to be involved in the conduct of the field validation exercise. Evidently, this was shown through the stakeholders' ability to articulate and act collectively on land related concerns affecting their community. Toward this end, the CRS efforts in Holy Spirit evolved over the last 10 months as a result of the need for building the capacities of a mutually disenfranchised informal settlers to enable them to participate in the community's welfare and development. A corollary task therefore is the institutionalization of the BAG as the ultimate vehicle to community development.

These findings and recommendation deserve to be seriously considered as a reference to reconfigure the long-term LAMP II. LAM Project Management and the team of consultants constituted to draft the PDD may greatly benefit by building on these insightful lessons learnt in community participation in PIO 2. Drawing of experiences and lessons by the Project staff would be an exercise of futility if these lessons will be side stepped in the development of the PDD in favor of ideas that have not been tested on the ground for its social acceptance and workability. CRS strategy was able to incite the community to participate in and support for the field validation exercise and that the need to act in a unified collectivity was instilled.

In this light, it is strongly recommended that the PMO and the team tasks to develop the PDD should take a hard look into these rich and valuable lessons in project implementation. Otherwise, it will defeat the essence of the Learning and Innovation approach that the Project has adopted.

ANNEX A

PRO-FORMAT OF A COMMUNITY DEVELOPMENT PLAN

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- I. COVER TITLE
 - II. TABLE OF CONTENTS
 - III. INTRODUCTION
 - A. Acknowledgement
 - B. Brief description of the process done in planning
 - actual process
 - note contrast with traditional planning process
 - brief discussion of the participatory M&E
 - IV. COMMUNITY PROFILE
 - A. The PRA
 - B. Location Map and Base Map
 - C. Results of Data Analysis using PRA tools
 - D. Discussion of Issues and Concerns
 - V. COMMUNITY DEVELOPMENT PLAN 2003-2006
 - A. Vision
 - B. Mission
 - C. Goals per sector
 - D. Strategies per sector/project
 - E. Sectoral program/project (discuss how program/projects are identified and prioritized; include tools used in the Annexes)
 - Project Title
 - Brief description
 - Intended beneficiaries
 - Cost per program/project
 - Estimated budget required for whole plan within 3 years
 - Subtotal per year
 - VI. THE 3 YEAR COMMUNITY DEVELOPMENT INVESTMENT PLAN
 - VII. THE ANNUAL COMMUNITY INVESTMENT PLAN FOR 2003
 - VIII. MONITORING & EVALUATION SCHEME AND COMPOSITION
 - A. Plan level
 - B. Program/Project level
 - IX. ANNEXES
 - A. Maps
 - B. Results of PRA
 - C. Outputs of program/project prioritization and ranking activities
 - D. List of participatory planning facilitators
 - E. List of BAG participatory planners

- F. Attachments: MOA between the Barangay Council and the BAG, if need be

ANNEX D

OPERATIONAL PLAN¹²

*Major tasks to be undertaken by the Community Relations Services and
Titles Validation and Reconstitution Units of PIO2 to Monitor
PhilSSA/NGO Work in the 4 Remaining Prototype Barangays*

October 2003 - March 2004

1. CRS Activities

Activity ¹³	Key Result Areas	Schedule						Focal Persons	Location
		2003			2004				
		O	N	D	J	F	M		
1. Detailed plans on the implementation of the community based activities	Strategic plans to carry out CRS								Batasan Hills, Bgong Silangan, Commonwealth & Payatas
2. Develop and pretest a Facilitators Manual on community based CRS on LAMP and train potential trainers/facilitators on its use	Training Manual; Increased KSA for trainers/facilitators								Batasan Hills, Bgong Silangan, Commonwealth & Payatas
3. Prepare an information and advocacy plan	Communication plan								Batasan Hills, Bgong Silangan, Commonwealth & Payatas
4. Development of CRS materials <ul style="list-style-type: none"> ▪ One-Stop-Shop ▪ Title Reconstitution Process ▪ Frequently Asked Questions on Land Policies and Issues 	Brochures and comics that are reader-friendly								Batasan Hills, Bgong Silangan, Commonwealth & Payatas

¹² A joint activity between the Community Relations Services and Titles Validation and Reconstitution Staff

¹³ Based on the Contract for Consulting Services for the conduct of Community Relations Services and Field Validation for LAMP Prototype2 areas.

Activity ¹³	Key Result Areas	Schedule						Focal Persons	Location
		2003			2004				
		O	N	D	J	F	M		
<ul style="list-style-type: none"> ▪ Comics based on FAQs 									
5. Conduct of preliminary CRS campaign prior to field validation	Heightened awareness of community members on LAMP								Batasan Hills, Bgong Silangan, Commonwealth
6. Review of CRS strategy, including capability building requirements of the BAGs <ul style="list-style-type: none"> ▪ Assess capability building requirements of major CRS stakeholders and other partners ▪ Formulate and implement priority training programs for community leaders, barangay officials and other stakeholders 	Outputs of the review of CRS Strategy Evaluation of capability building requirements Holding of various training programs							Batasan Hills, Bgong Silangan, Commonwealth & Payatas	
7. Backstopping BAG through capability building such as symposia and seminars <ul style="list-style-type: none"> ▪ Monitor activities of BAG in support of PIO2 objectives ▪ Provide other assistance to utilize BAG for building community relations and establish support from community 	Holding of symposia and seminars Progress of activities Expression of support from BAG/communities							Batasan Hills, Bgong Silangan, Commonwealth & Payatas	
8. Conduct 25 community dialogues in 4 remaining barangays (excl. Holy Spirit)	Holding of Community dialogues								Batasan Hills, Bgong Silangan, Commonwealth & Payatas

Activity ¹³	Key Result Areas	Schedule						Focal Persons	Location
		2003			2004				
		O	N	D	J	F	M		
Process document of lessons learned ▪ Recommendation to refine the CRS Strategy 10. Submission of monthly reports ▪ Issues and concerns arising from community interaction	Documentation of field experiences in CRS work Detailed progress of CRS work, including issues and concerns								Batasan Hills, Bgong Silangan, Commonwealth & Payatas Batasan Hills, Bgong Silangan, Commonwealth & Payatas
11. Institutionalization of BAG and preparation of Community Development Plan (CDP)	Identified priority projects for implementation								Holy Spirit

2. *Field Validation Process*

Activity ¹⁴	Key Result Areas	Schedule						Focal Persons	Location
		2003			2004				
		O	N	D	J	F	M		
12. Field reconnaissance of the 4 remaining barangays	Design of field validation procedures and processes								Batasan Hills, Bgong Silangan, Commonwealth & Payatas
13. Conduct of field validation	Field validation report and analysis of data (estimated around 8,000 parcels)								Batasan Hills, Bgong Silangan, Commonwealth & Payatas
14. Process documentation of lessons	Lessons learnt and								Batasan Hills, Bgong

Activity ¹⁴	Key Result Areas	Schedule						Focal Persons	Location
		2003			2004				
		O	N	D	J	F	M		
learned and other recommendations for LAMPPII	recommendations for improve field validation process								Silangan, Commonwealth & Payatas
15. Training of field enumerators in field validation	Increased knowledge and skills of enumerators in the process of field validation								Batasan Hills, Bgong Silangan, Commonwealth & Payatas

ANNEX E

Table 1. Training Events in Support of Community Relations Services, PIO 2

Event/Title	Date		Service Provider	Venue	Total
	Start	End			
LAG CD Framework Consultative Workshop	5 Sept 02	6 Sept 02	In-house		35
CRS Strategic Planning Workshop	5 Mar 02	7 Mar 02	Phil Information Agency		22
Gender Sensitivity Training	11 Sept 02	13 Sept 02	In-house		11
Integrative Workshop for the Cross-Cutting Functions of SD, M&E, Gender CRS and HRD	18 Sept 02	20 Sept 02	In-house	Sabin Hotel, Leyte	21
CO/CD Workshop	27 Nov 02	29 Nov 02	In-house	Meralco Foundation	32
Change Management for CRS TWG	12 Dec 02	13 Dec 02	The Mentor Group		15
CO/CD Training	8 Jan 03	11 Jan 03	In-house	Century Imperial Suites	33
PRA Training for PIO 2	4 Feb 03	7 Feb 03	In-house	Century Imperial Suites	26
Presentation and Facilitation Skills Training	10 Mar 03	12 Mar 03	The Mentor Group	Loreland Resort, Antipolo	25
Developing Communication Strategies for LAMP	23 Jun 03	24 Jun 03	Edwin Celestino	SEAMEO Innotech	41