

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

**PIO 2 CRS AND FV PROCEDURES AND
OUTPUTS
FROM APRIL to SEPTEMBER 2004**

First Draft

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Table of Contents

Reference	Title	Page
	Abbreviations and Acronyms	
1.0	Introduction	1
2.0	Analytical/Evaluation Framework	2
2.1	LAMP Revised Logical Framework	2
2.2	CRS Framework Strategies for PIO2	3
2.3	Gender Mainstreaming Plan	6
2.4	Summary: General Evaluation Guide Questions	7
3.0	PIO2 CRS/SD Activities and Outputs from April to September 2004	8
3.1	BAG and BILIS Strengthening in Barangay Holy Spirit	8
3.2	PhilSSA CRS and FV Procedures and Outputs in Four Barangays	16
3.3	Building Partnership for the Promotion and Installation of BILIS in Four Prototype Barangays	23
3.4	Gender Mainstreaming in PIO2	26
3.5	PIO2 Activities with Stakeholders at the City Level	27
4.0	General Assessment of PIO2 CRS/SD Outputs and Procedures	28
4.1	CRS/SD Outputs from April to September 2004	28
4.2	Summary Evaluation of CRS/SD Procedures	31
	Tables	
Table 1	Measurement Indicators of Effectiveness of PIO2 CRS/SD Work	8
Table 2	Total Number of CIMs and Parcels Enumerated in LAMP Four Prototype Barangays Per Report of PhilSSA LNs	18
Table 3	Total Number of CIMs and Parcels Enumerated in LAMP Four Prototype Barangays Based on Review of PIO2	19
Table 4	General Assessment of PIO2 CRS/SD Procedures vis-à-vis Measurement Indicators of Effectiveness	31
Table 5	FAU Activity Evaluation	33
Table 6	Lessons on Building Partnership for Land Records Management Improvement	38
Table 7	Procedures for Building Partnership for Land Records Management Improvement	44

Appendices

- Appendix 1 LAMP Revised Logical Framework
- Appendix 2 BAG Holy Spirit Logical Framework
- Appendix 3 Sex-disaggregated Data on Land Titleholders in PIO2 Five
Prototype Barangays
- Appendix 4 Gender Map of Land Titleholders in Holy Spirit

ABBREVIATIONS AND ACRONYMS

ABCD	Area-based Community Dialogue
BAG	Barangay Advocacy Group
BAG-Exe Com	Barangay Advocacy Group – Executive Committee
BC	Barangay Council
BILIS	Barangay Integrated Land Information System
CBM&E	Community-based Monitoring and Evaluation
CDP	Community Development Plan
CIM	Cadastral Index Map
CMP	Community Mortgage Program
CO	Community Organizing
CO-CD	Community Organizing – Community Development
COPE	Community Organization of the Philippine Enterprise
CRS	Community Relations Services
CRS-TWG	Community Relations Services – Technical Working Group
DENR	Department of Environment and Natural Resources
DOJ	Department of Justice
FAQs	Frequently Asked Questions
FASPO	Foreign-Assisted Special Projects Office
FAU	Field Activities Unit
FDA	Foundation for Development Alternatives
FDUP	Foundation for the Development of the Urban Poor
FE	Field Enumeration
FGD	Focus Group Discussion
FV	Field Validation
GM	Gender Mainstreaming
GPS	Geographic Positioning System
GST	Gender Sensitivity Training
HOAs	Home Owners Association
HUDCC	Housing and Urban Development Coordinating Council
IEC	Information, Education, Communication
KHFI	Kristong Hari Foundation Inc.
LAG	Local Advisory Group
LAMP	Land Administration and Management Project
LARA	Land Administration Reform Act
LGU	Local Government Unit
LN	Lead NGO
LRA	Land Registration Authority
LSSP	LAMP Social Program Plan
M&E	Monitoring and Evaluation
MOA	Memorandum of Agreement
NGC	National Government Center
NGCHP	National Government Center Housing Project
NGOs	Non-governmental Organizations
NLRMS	National Land Records Management System
OPM	Office of the Prototype Manager
OSS	One-Stop-Shop
OV	Office Validation

OVI	Objectively Verifiable Indicators
PCU	Planning and Coordination Unit
PhilSSA	Partnership for Philippine Support Services Agencies
PIO2	Project Implementation Office 2
PMO	Project Management Office
PO	People's Organization
PRA	Participatory Resource Appraisal
QC	Quezon City
QC CRO	Quezon City Community Relations Office
ROD	Register of Deeds
SA	Social Assessment
SD	Social Development
SPIS	Survey Plans Information System
TA	Technical Adviser
UP PLANADES	University of the Philippines Planning and Development Research Foundation, Inc.
UPAO	Urban Poor Affairs Office

1. Introduction

This document reports the outputs of the implementation of PA LAMP Deliverable 40, Output 3.3 entitled, “Effective community and landholder participation strategies and program implemented.” The objective of Activity 40 was to ensure that landholder and community participation in land title/records validation were present and that landholders and the community would be supported by activities that sustain people’s aspirations for valid title and security of tenure. That, in turn, would build stakeholder support for the institutional and legislative changes required for the long-term LAM Program.

The overall task in Deliverable 40 was to assist PIO2 to develop and implement effective and gender sensitive community and landholder participation strategies in association with the PMO and the LAG. It covered a six-month period from April to September 2004.

The sub-tasks were:

- Assist PIO2 evaluate the Community Relations Services (CRS) or Social Development (SD) and FV procedures used by the PhilSSA NGOs in the four prototype barangays, and integrate the lessons learned in the manual on CRS/SD and FV procedures for PIO2.
- Hold regular coaching and mentoring sessions to FAU staff on how to continue and enhance the CRS/SD work done by PhilSSA in the four prototype barangays, as well as their CRS/SD work in Barangay Holy Spirit.
- Assist PIO2 develop a Gender Mainstreaming (GM) Plan; and hold regular coaching on its implementation, including the conduct of GST workshops for its new staff.
- Assist PIO2 draw lessons on its CRS/SD, FV and GM procedures from November 2001 to June 30, 2004, and write a summative evaluation report, including lessons learned and recommendations. This will provide input to the project wide evaluation, lessons and recommendations reporting.
- Assist in the presentation of the results of the summative evaluation of PIO2 CRS/SD and FV procedures to a stakeholders’ forum for validation.

For clearer presentation of Deliverable 40 outputs, this document is divided into four parts. The first part is an overview of Deliverable 40; the second part discusses the analytical/evaluation framework; the third part presents the CRS/SD activities and outputs of PIO2 from April to September 2004, including the PhilSSA CRS and FV outputs and procedures; and the fourth part contains the summary evaluation of CRS/SD procedures and outputs undertaken, including the lessons on CRS/SD procedures that were consolidated and presented to a stakeholders workshop on August 30-31, 2004.

For better appreciation of Deliverable 40 outputs and procedures, a review of the previous TA Report on Deliverable 37 is suggested.

2. Analytical/Evaluation Framework

With the learning and innovation nature of LAMP I, the primary thrust of the PIO2 CRS/SD work is to test and develop effective procedures for the meaningful participation of men and women stakeholders in the improvement of land records management system. This encompasses the development of effective procedures for participatory field validation of land records, for the participatory detection and prevention of fake and fraudulently issued titles, and for the effective multi-agency operationalization of the One-Stop-Shop (OSS). Moreover, because of the learning and innovation nature of LAMP, outputs and procedures are equally important to LAMP. The definition of effective and efficient CRS/SD procedures (i.e. in the form of lessons learned) is in fact a key target output as well of LAMP.

In light of this, this evaluation of PIO2 CRS/SD activities equally focuses on the procedures used and outputs gained. The PROCEDURES are assessed based on the list of measurement indicators listed in the PIO2 CRS Framework Strategies and the Gender Mainstreaming Plan. The CRS/SD OUTPUTS, on the other hand, are assessed based on their contributions to the incremental achievement of target outputs specified in Component 3 of the LAMP Revised Logical Framework.

It is also important to take note at this point that the CRS/SD activities evaluated are not only those undertaken by the Field Activities Unit (FAU) of PIO2, which is responsible for mobilizing community support for the reform of land administration, but also those activities undertaken by the Office of the Prototype Management (OPM), Planning and Coordination Unit (PCU) and the Monitoring and Evaluation (M&E) Unit that involve coordinating with PIO2 stakeholders.

To set the framework for the evaluation of the outputs and procedures of CRS/SD activities, the abovementioned bases of this evaluation are reviewed below.

2.1 LAMP Revised Logical Framework¹

The following are some of the objectively verifiable indicators (OVI) of the general and specific target outputs of PIO2 as specified in Component 3 of the LAMP Revised Logical Framework. Presented here are merely those that are related to the CRS /SD work of PIO2.

OVI of General Target Output of Component 3 (PIO2):

Systems, procedures and associated institutional and administrative arrangements for improved land information management that will allow access to land records information services developed and tested.

- Increased volume of formal land transactions within the Quezon City prototype.
- Mechanism installed to identify conjugal properties from exclusive properties of husbands or wives.

¹ See Appendix 1

- Procedures in place (possible under existing legislation) and utilized by communities and clients within the prototype for early detection of fake, double and overlapping titles.

OVI of Specific Target Output 3.1:

Improved procedures for the detection and prevention of double, overlapping titles and identification of missing titles developed, tested and documented.

- Agencies and other clients have access to system of cross index and utilizing this for detection of double, overlapping and missing titles by end of 2004.
- Alternative procedures for Field Validation (FV) of land records evaluated and documented.

OVI of Specific Target Output 3.2:

Systems and institutional arrangements for a streamlined, efficient and cost effective delivery of land transaction services and associated information developed, tested and documented.

- Improved access by the public to better and consistent set of land related information.
- Increased customer satisfaction in the services.
- Women and men have equal access to land administration services.

OVI of Specific Target Output 3.3:

Community participation and customer service strategies to support outputs 3.1 and 3.2 and the long-term LAMP program developed, tested and documented.

- Communities within the prototype aware, gender-sensitive and actively participating in project activities by end of 2003.
- Land related issues identified by the communities and elevated to appropriate authorities for possible resolution within the scope of the Project.
- Improved and gender-responsive customer services/relations within the OSS.
- Community core groups formed and capacitated to resolve specific land related issues in the prototype area.
- Improved awareness of other stakeholders within the prototype area.
- Relevant policy reforms communicated to different stakeholders and support generated.

Necessarily, the CRS/SD activities of PIO2 will be assessed in this report based on the extent by which they have helped achieve the above target outputs of PIO2.

2.2 CRS Framework Strategies of PIO2²

The *CRS Framework Strategies of PIO2* sets out the strategic direction of the CRS activities of PIO2 in its prototype communities. It defines the purpose, approaches, proposed step-by-step process, and monitoring and evaluation indicators of PIO2 CRS as well as the proposed measures for enhancing the capability and performance of the CRS Unit.

² For more detailed information, please refer to the Community Relations Services Framework Strategies of PIO2, LEI Report D2 dated December 2002.

As defined in the PIO2 CRS Framework Strategies, the purpose of CRS is to facilitate the meaningful involvement and participation of men and women stakeholders in the development and testing of methodologies for the improvement (including gender sensitization) of land records management systems. It validates or affirms the following CRS procedures, which PIO2 had employed even prior to the development of the Framework. These were the following:

- Formation of the Local Advisory Group (LAG)

The LAG was organized as an oversight committee of PIO2 and was designed to facilitate the participation of stakeholders in the reform of land information management system. It consists of representatives from key stakeholders, such as the local government units (i.e. Quezon City LGU and Barangay Chair of the five prototype barangays) and government line agencies (e.g. LRA, DENR-NCR, etc.). It convenes twice every quarter to assess the activities of PIO2 and provide necessary recommendations for their improvement.

- Social Preparation and Networking

This approach involves conducting courtesy calls or informal meetings with barangay officials prior to any field activities. During the courtesy calls, the Project is introduced to the barangay officials and arrangements are discussed for subsequent field activities of PIO2. This also is meant to build initial rapport with barangay officials and to gather background information about the barangay.

- Conduct of Community Assemblies

The conduct of community assemblies aims at orienting the people in the barangay on LAMP and on the Geographic Positioning System (GPS) activities to be conducted in their barangay. These assemblies also serve as venues for people to raise and clarify their issues and concerns related to the purpose and activities of LAMP and as a mechanism for LAMP to gain the support of the people. Nonetheless, its use was discontinued due difficulty in managing discussions with large number of participants ranging from 200 to 350 coming from diverse background.

- Formation of CRS-Technical Working Group

The CRS-TWG is considered as a think-tank and coordinative body of PIO2 with regard to its CRS work. In the CRS Strategic Planning Workshop held in Baguio City on March 2002, the CRS-TWG recommended among other things the use of area-based community dialogue(ABCD), instead of the community assemblies, in disseminating information on LAMP to as many people as possible in the barangays.

- Formation of Barangay Advocacy Group (BAG)

The BAG is the mechanism by which people in the barangay are able to participate in LAMP activities and by which LAMP PIO2 is able to disseminate information on its field validation activities and to mobilize community support. It is comprised of the presidents of the various Home Owners Associations (HOAs) and people's

organizations (POs) in the barangay, the Barangay Security and Development Officers (BSDO), purok leaders and some elected officials. Aside from being a mechanism for information dissemination and community participation, the BAG is also designed to consolidate and sustain the gains of LAMP in the barangay after the project completion.

- Conduct of Area-based Community Dialogues

The ABCD is a type of community activity facilitated by PIO2 CRS Unit, whereby 50 to 150 residents in a purok are gathered to discuss LAMP purpose and field activities as well as related issues and concerns of the community members. It was designed as an alternative to community assemblies, which are barangay-wide meetings. Due to the large number of households in a barangay and thereby the large number of community members attending the community assemblies, a decision was reached to hold purok -- small units of a barangay -- meetings instead. The number of puroks in a barangay depends on the number of households and land size of a barangay. A barangay can be composed of 6 or more puroks.

- Production and Dissemination of CRS materials

The CRS Unit had developed and distributed a number of materials on LAMP in the form of brochures/leaflets. These materials were distributed during community dialogues.

Even prior to the preparation of this PIO2 CRS Framework Strategies, a plan had been set for the tapping of an NGO (i.e. PhilSSA) to assist the PIO2 up-scale its CRS activities in the other four prototype barangays of LAMP in Quezon City.

In addition to the above community mobilization procedures, the PIO2 CRS Framework Strategies also proposed the following:

- Studying and taking into consideration the diverse culture of people in an urban community as basis for the designing of CRS procedures and mechanisms.
- Strengthening of community activities along the framework of the community organizing (CO) approach. This essentially means linking the purpose, services and activities of LAMP to the issues and felt needs of the community, and forming or strengthening community structures that will spearhead the mobilization of community residents.

To evaluate the effectiveness of the CRS activities of PIO2, the PIO2 CRS Framework Strategies listed the following measurement indicators:

- Percentage of prototype communities, which participated in the field validation of problematic land records.
- Number of local organizations involved in discussions about land records management.
- Number of inquiries on LAMP.
- Number of proposals received from communities on how to improve land records management.
- Number of partner agencies which coordinate with PIO2 for the improvement of land records management, including the One-Stop-Shop (OSS).

- Number of communities and/or agencies/stakeholders' endorsement of tested land records methodologies.
- Proportion of women and men who actively participated in PIO2 activities.
- Gender issues in land records management systems and procedures identified and addressed, if any.

2.3 Gender Mainstreaming Plan

The *Gender Mainstreaming Plan of the Land Administration and Management Project (LAMP)* seeks to ensure women and men's equal right to become land title holders, equal access to land information and land administration services, and equitable benefit from land resources.

The designing of gender mainstreaming approaches and activities rests on a premise that gender mainstreaming in land administration systems and procedures can best be initiated by LAMP if the following conditions are present:

- Gender sensitivity and responsiveness of the workforce/human resources of the Land Administration and Management Project;
- Gender sensitivity and responsiveness of the organizational policies of LAMP;
- Level of participation of women and men in the decision making processes of LAMP;
- Presence and effectiveness of gender mainstreaming mechanisms and activities of the different units of LAMP at the PMO and PIO levels;
- Gender sensitivity and responsiveness of the leaders and representatives of the key stakeholders or partners of LAMP; and
- Gender sensitivity and responsiveness of the legislative and institutional reform agenda of LAMP.

To achieve the above conditions, the following general approaches shall be undertaken:

- Ensuring the gender sensitivity and gender responsiveness of LAM laws and policies that will be enacted through the advocacy of LAMP;
- Conduct of pre-project, during and post-project gender assessment to monitor and assess the effects of LAMP on gender relations in Project sites;
- Active participation of women and men in LAMP activities, including policy reform advocacy, mapping and surveying, adjudication, land titling, land records management and other Project activities. The percentages of women and men in these Project activities will be targeted within the range of 40-60%;
- Inclusion in the program of capability and capacity building activities (i.e. on gender sensitivity, gender mainstreaming, alternative dispute resolution processes, transformational leadership skills, etc) to enable women and men to actively and effectively participate in pre-during-post Project activities;
- Avoidance of gender stereotyping (i.e. linguistic and visual biases and assigning roles based on gender stereotypes) in the internal and external operations of LAMP, including all of its Information, Education and Communication (IEC) materials;
- Ensuring women and men's equal opportunity to apply for land titles, equal opportunity to own land titles, and equal opportunity to participate in decision-making processes related to their lands. LAMP shall ensure the installation of

mechanisms for these purposes, including procedures to place conjugal land properties in the names of both spouses;

- Development of sex-disaggregated national land records database system to easily monitor the extent of gender gap in land administration; and
- Ensure that at least five percent of LAMP budget, as mandated by Section 27 of the 2003 General Appropriations Act and Local Budget Memorandum No. 2003-42 of the Department of Budget and Management, are directly and/or indirectly used for Gender and Development (GAD) in LAMP.

To evaluate the extent of gender integration in the CRS and FV design and activities of PIO2 during the evaluation period, the following indicators shall be measured:

- Extent by which gender is integrated in the CRS and FV work plans.
- Proportion of women and men who participated in LAMP activities.
- Presence of activities that will raise or enhance the gender awareness and orientation as well as gender mainstreaming skills of FAU staff and partners in the prototype communities.
- Presence of sex-disaggregated land records, and gender analysis of the data.
- Gender sensitivity of IEC materials produced and disseminated during the period.
- Presence of gender analysis in monitoring and evaluation reports.

2.4 Summary: General Evaluation Guide Questions

In view of the above Social Program Plan, CRS Framework Strategies, Gender Mainstreaming Plan and of the various studies undertaken, it can be said that PIO2 entered the second quarter of 2004 with baskets full of lessons, guides and tools on how to make its CRS, FV and stakeholders' participation procedures effective.

To ascertain if indeed CRS and FV activities, including the facilitation of stakeholders' participation in LAMP (i.e. LAG and the Technical Working Group for the Detection of Fake and Fraudulent Titles) from April to September 2004, contributed significantly to the achievement of target outputs and have been further enhanced by the lessons from the past three years of operations, the following general evaluation questions will be asked:

- What were the key contributions of the CRS/SD activities of PIO2 during the period, April to September 2004, to the achievement of the **TARGET OUTPUTS** specified in Component 3 of the Revised Logical Framework?
- What are the strengths and weaknesses, constraints faced and key lessons learned in regard to CRS/SD, including gender mainstreaming, **PROCEDURES**? This second area shall be assessed using the measurement indicators listed in the PIO2 CRS Strategies Framework and LAMP Gender Mainstreaming Plan. To review, these are the following:

Table 1: Measurement Indicators of Effectiveness of PIO2 CRS Work

From PIO2 CRS Strategies Framework	From Gender Mainstreaming Plan
<ul style="list-style-type: none"> • Percentage of prototype communities, which participated in the field validation of land records. • Number of local organizations involved in discussions about land records management. • Number of inquiries on LAMP. • Number of proposals received from communities on how to improve land records management. • Number of partner agencies, which coordinated with PIO2 for the improvement of land records management. • Number of communities and/or agencies/stakeholders' endorsement of tested land records methodologies. • Proportion of women and men who participated in PIO2 activities. • Gender issues in land records management systems and procedures identified and addressed, if any. 	<ul style="list-style-type: none"> • Extent by which gender is integrated in the CRS and FV work plans. • Proportion of women and men who participated in LAMP activities. • Presence of activities that will raise or enhance the gender awareness and orientation as well as gender mainstreaming skills of FAU staff and partners in the prototype communities. • Presence of sex-disaggregated land records, and inclusion of gender analysis of the data in the reports. • Gender sensitivity of IEC materials produced and disseminated during the period. • Presence of gender analysis in monitoring and evaluation reports.

3. PIO2 CRS/SD Activities and Outputs from April to September 2004

3.1 BAG and BILIS Strengthening in Barangay Holy Spirit

3.1.1 Review of Previous TA CRS Report on PIO2 CRS/SD Activities in Holy Spirit from October to April 2004 (Deliverable 37 Report)

Passive Participation of BAG in BILIS Installation and Launching

In the previous TA PIO2 CRS/SD Report, a concern was raised on the passive role of the Barangay Advocacy Group (BAG), which is an aggrupation of homeowners' associations (HOAs) serving as civil society partner of LAMP-PIO2, in the launching and management of the Barangay Integrated Land Information System (BILIS).

BILIS is an innovation of LAMP-PIO2 in Barangay Holy Spirit, one of its prototype communities, to make CIM and database information available to the community. It offers a comprehensive database where parcel information records from the DENR, LRA, ROD, and the local government of Quezon City can be accessed. These information can be accessed by the public in Barangay Holy Spirit, free of charge. The database contains survey plan number, lot and block number, lot owner, transfer

certificate title number, title serial number and tax declaration number which customers can refer to.

PIO2 conceptualized and designed the BILIS in partnership with the Barangay Council of Holy Spirit. Noticeably absent during this process was the BAG. The BAG members nonetheless attended, as invitees, the launching of BILIS in March 17, 2004. Some BAG leaders nonetheless said that they assisted in inviting the people to the launching of BILIS. Nonetheless, because of the dual role of these leaders (i.e. they are staff as well of the Barangay Captain) and also because of the lack of meetings of BAG regarding their involvement in BILIS prior to BILIS launching, this participation cannot be absolutely taken as officially of BAG.

This lack of meaningful participation of the BAG in the BILIS launching and management was posited to have been caused by the: 1) failure during the CO-CD process to concretize the core problem of disorganized land system that was identified through Participatory Resource Appraisal (PRA) and thereby to link the resolution of concrete land issues in the community to the need for improved land records, such as the BILIS; and 2) lack of coordination and synchronization of activities of PIO2 Field Activity Unit (FAU), which facilitated the CO-CD process, and the Office of the Prototype Management (OPM) and the Mapping and Records Validation Unit (MRVU), which coordinated and designed the BILIS in partnership with the Barangay Council.

Possible Causes of Low BILIS Utilization

The TA Report conjectured that the low utilization of BILIS services in the barangay could be attributed to this lack of active and organized participation of the BAG.

To further analyze the problem, the following hypotheses were presented as possible explanation to the passive participation and lack of clear manifestation of support of BAG for the BILIS during its first quarter of implementation (March to May).

- a. As mentioned by UP PLANADES in their social assessment of PIO2 prototype areas, a large proportion of the population of Holy Spirit is composed of informal settlers with no titles to the land, and hence would not directly benefit from title reconstitution. Therefore, the improvement of land records may not be a felt need of BAG members..

If this is the case, then BAG, which is composed of HOAs of informal settlers, might not be the right partner of PIO2 for the designing and promotion of the BILIS. If this assessment is correct then BAG's role is indeed merely to assist in the dissemination of information regarding LAMP's activities in the community, and not in the mobilization of the community towards the effective use of PIO2 services for community development.

- b. It could also be that the BAG is the right partner but that the procedures of PIO2 for facilitating the CO-CD and partnership building processes might need to be enhanced.

The classical community organizing (CO) process, which is also applicable to partnership building, is essentially issue-based. This means that after the conduct of social investigation (e.g. PRA) and before the formation or strengthening of a community structure, a process that will mobilize the people to collectively act on a common issue or felt need (i.e. identified in the PRA) has to be facilitated first. Because the CO process is done within the context of LAMP, then this issue has to be related to land concerns, particularly to land records.

Unfortunately, the CO process employed by PIO2 immediately jumped to organizational strengthening after the conduct of PRA. The reasons for this were: i) the BAG has been functioning since October 2001; it was hence time to conduct organizational strengthening activities; ii) the end of the Project was approaching; hence, BAG had to be strengthened so that it could sustain its mission even after the phasing out of the Project from Holy Spirit; and iii) the HOA leaders have had experiences in collective actions on issues before; nonetheless, these experiences were not as BAG. Therefore, along the principles of CO, another process of mobilization on a common issue has to happen first before the formation or strengthening of an organization.

The first two reasons are valid but, maybe, if PIO2 followed the classical CO steps, then the BAG could be more prepared for the use of the services of the BILIS.

- c. Another possible reason is that the way the BILIS has been packaged made it socially un-marketable to the informal settlers, which constitute the majority of the population of Holy Spirit.

To the informal settlers, it could be that improved land records delivered separately from other ingredients of urban land reform will not be fully attractive. If this is the case, then PIO2 has to partner with other government agencies, such as HUDCC and NHA, and civil society organizations, such as the CMP originators, and community organizations, in presenting and delivering the BILIS to the informal communities. Through this, the present sporadic use of the BILIS services can be made more systematic.

The implementation of Deliverable 40 was viewed to be an opportunity to test which of the above hypotheses explains the problem.

3.1.2 Key PIO2 Activities in Holy Spirit from May to September 2004

3.1.2.1 Reactivation and Mobilization of the BAG-Holy Spirit for the BILIS

Assessment of BAG Problems

In view of the above assessed unsatisfactory participation of the BAG in the launching and management of BILIS in Holy Spirit, the PIO2 Field Activity Unit (FAU) concentrated on enhancing the role and participation of BAG in the BILIS in the following months. The initial effort done was to assess the condition of the BAG.

Through this, the problem on the internal rift among the membership of BAG brought about by the BAG Executive Committee election process and results held last February 2004 was surfaced.

It was found that many members of BAG refused to recognize the elected President due to observed unacceptable maneuverings during the General Assembly to get herself elected. The elected President was said to have mobilized many HOAs, even those who were inactive, to attend the General Assembly. For this reason, she was able to get the majority vote during the election.

PIO2 FAU had been aware of this problem but could not immediately act on the problem without the proper mechanism. Hence, in March 2004 PIO2 FAU and M&E unit proposed for the creation of two committees: Evaluation and Mediation Committee and the Community Based-Monitoring and Evaluation Committee. Both committees were formed on April 17 in a General Assembly of the BAG.

BAG activities were suspended from the end of April to May 2004 due to the national and local elections. The community leaders could not be convened at that time due to their involvement in the election campaigns. In June 2004, a community-based monitoring and evaluation workshop was held. This was, however, aborted because of low number of participants from the BAG. In evaluating the problem, the President validated to PIO2 staff the suspicion of many BAG members regarding her use of dirty tricks in the BAG officers' election, and explained that she purposely did that to prove to those maligning her that she could make herself win the election. She, however, admitted its negative effects on the unity of the BAG. With this, she committed to do her best to reactivate the BAG.

BAG Reactivation from July to September 2004

In July³ the FAU met the BAG President to again assess the situation and plan on the necessary next steps. At this time, the memorandum of agreement (MOA) of LAMP with the Barangay Council of Holy Spirit regarding the co-management of BILIS in the Barangay had just expired and agreement was reached to extend it to December 31, 2004, but with a condition that the BAG be actively involved and be a signatory to the MOA. This served as a compelling reason for the President of BAG to work for the reactivation of the BAG. The signing of the extended MOA was originally set on July 31. This was, however, postponed because the BAG Executive Committee had not met and was therefore not yet ready.

Finally in August 13, the BAG Executive Committee met to assess the situation and make initial plans for the reactivation of BAG. They also reviewed the MOA for the extension of the BILIS and resolved to be actively part of it. On the organizational problems of the BAG, they agreed to first complete the aborted CBM&E training and to develop the BAG Logical Framework and their operational plan. Once completed, the Logical Framework and the operational plan would be presented to the BAG

³ FAU moved very slowly in June to July due to the resignation of two staff and the agreed priority of the lone field staff for the review of PhilSSA CRS, FV and training reports, and submitted IEC materials.

General Assembly for approval. The General Assembly would be used as well in discussing and resolving the internal problems of the BAG.

Signing of the MOA for the BILIS Management and Drafting of BAG Logical Framework and Operational Plan

The signing of the MOA on August 23 thus served as the first activity of the BAG Executive Committee after a long lull since the last BAG General Assembly in April 17, 2004. Since then, the BAG Executive has been very active. A week after the signing of the MOA, the BAG Executive Committee started to draft the BAG Logical Framework and operational plan. These were completed in September 4.⁴ Included in the Logical Framework and the operational plan is the mobilization of the BAG for the identification of land issues in the barangay, which BILIS can help resolve. The leaders attested to the relevance of BILIS to their land issues. Some in fact gave testimonies on how the available land records helped stop a demolition of informal settlers in one area of the barangay.

The presentation of the draft BAG Logical Framework and operational plan to the General Assembly was supposed to be done on September 17, but was postponed to a later date.

Aside from the above activities, the BAG Executive Committee also participated in the stakeholder workshops of LAMP on Project lessons held on August and September 2004.

3.1.2.2 The Monitoring and Evaluation of BILIS in Holy Spirit⁵

Transaction Records

The BILIS has a computer-based monitoring query log which records incoming transactions and generates summary reports on transactions. For the period March 17, 2004 until August 11, 2004, there were 28 transactions recorded in the computer-based query log broken down as follows:

Period	Number of Transactions
March 30 to May 18, 2004	21
July 5 to August 11, 2004	7
Total	28

Most of the queries yielded positive results. Only 2 out of 28 transactions were not completed due to non-availability of records in the database. Exact location could not be found as per TCT number provided by the customers. There were 6 repeated transactions. This means that out of 28 transactions, there were 3 customers who made 6 different transactions. In terms of sex distribution, there were 7 females and 17 males. The reason for the imbalance is still to be investigated but as per the

⁴ See Appendix 2.

⁵ Taken from the report of PIO2 M&E Unit.

evaluation conducted, one male customer said that, in his case, he transacted several times in behalf of some families which sought his assistance on land related queries.

Queries registered covered location search, title search, title verification and validation and verification of tax declaration. The reasons given by the customers were the following:

- Interested in the CMP process
- Interested in buying property
- there is land claimant
- Interested in securing Transfer Certificate of Title (TCT)
- Interested in securing fencing permit
- Interested in securing information about their land titles

One of the customers was Ms. Josefa R. Luz who inquired about the exact location of her lot since she wanted to secure permit from the Barangay for the construction of fence around the perimeter of her lot. She was able to get a permit since her title was valid as per database records. Her query also led her to discover that there was no record available in the Assessor's office as far as her title is concerned. It prompted her to go to Assessor's Office to verify her title. On transaction time, the average time taken was 11 minutes. The longest transaction time recorded was 20 minutes while the shortest was 5 minutes. The transaction time covers orientation about the database and query functions and location of information in the CIM itself. In terms of how customers came to know BILIS, they said they got to know it through brochures distributed by LAMP-PIO2 or through the Barangay. Others learned it through community dialogues and from neighbors.

As a community counterpart, billboards were installed by the LGU in strategic areas within the Barangay to promote BILIS.

Emerging Concerns

Evaluation activities paved the way for the identification of issues and concerns on the system. For example, it was found out that the training provided to the LGU personnel handling the database was not enough. It was reported that there were queries which were not addressed due to the unfamiliarity of the front desk person with the system. Another problem encountered was the delay in attending to the beneficiaries due to the hectic schedule of the person handling BILIS. Also, some queries on land information were not provided because the database itself is not updated e.g. unreconstituted titles and newly acquired titles. In addition, the capability of the computer is not that reliable as reported since it hangs due to data overload.

In the early part of BILIS monitoring, data was not clearly sex-disaggregated in the manual log. However, with the installation of a computer-based query log, sex disaggregation is now possible. A request slip is also available.

Recommendations

The following recommendations were posed based on the identified issues:

- Conduct of re-orientation for the BILIS personnel to familiarize them with the database and recording of transactions;
- There should be an additional equipment that will be solely used for the database as it requires huge memory. It is also in anticipation of the installation of digital version of CIM.
- On information dissemination, it was suggested that other barangay leaders and Homeowners Association members (formal and informal) should help in disseminating BILIS. Billboards should be put up to help in averting the operation of land syndicates. This can come in the form of public notice showing list of spurious, fake and fraudulently issued TCTs including court rulings.
- Role of NGOs/POs should be maximized and trained (e.g. legal basis of land titling system) for BILIS promotion/info dissemination;
- The barangay suggested that BILIS should not be totally free. To maintain the system, a socialized fee should be charged to the customers. The suggestions was P20 as a maximum fee;
- BILIS should be integrated with the agency database so that information are updated on a regular basis;
- Need to secure information in the database so that it will not be abused by unscrupulous persons. The suggestion was to form a group within the community composed of the LGU, NGO and PO that will safeguard the use of information in the database; and
- LAMP-PIO2, Barangay Council and the BAG of Holy Spirit signed on August 23 the extension of the MOA until December 2004. The BAG of Holy Spirit will be actively involved in the promotion of BILIS.

Emerging Benefits, Prospects and Challenges

The benefits accruing as a result of the introduction of the system are facilitation of land transactions and delivery of barangay services such as issuance of fencing/building permits, increased community participation on land related services and promotion of vigilance among community members to take action on fake titles. It is serving well the Barangay in helping its constituents as to the clarity of land records.

BILIS is a milestone of PIO2. It has put Barangay Holy Spirit in the platform of information highway. Feedbacks from the community revealed that the system has facilitated efficient land transactions by cutting transaction time, cost and the usual bureaucratic processes in the government.

The requirements for the mainstreaming of BILIS are a mixture of social, technical and administrative procedures. On top of these ingredients is a needed resolve by the local leadership and people's organizations to fix the land records. What has been done in Holy Spirit has given PIO2 the expertise to do the same in the other barangays. For as long as people are faced with land security or tenure issues, the system is relevant and will be of great help to poor people who have limited access to land-related government agencies.

3.1.3 Key Outputs

In summary, PIO2 was able to achieve (in partnership with the BAG and the Barangay Council) the following outputs in Holy Spirit:

- Reactivation of BAG Executive Committee and CBM&E Committee in Holy Spirit and the drafting of the BAG Logical Framework and operational plan. This put in place the necessary process for the phasing out of PIO2 from Holy Spirit.
- Tripartite (i.e. LAMP, Barangay Council and the BAG) signing of the extension of the MOA for the co-management of BILIS in Holy Spirit until December 31, 2004;
- Development of effective mechanism for the monitoring and evaluation of the BILIS; and
- Attestation of the BAG leaders of the relevance of BILIS to the issues of informal settlers in Holy Spirit.

3.1.4 Lessons and Recommendations

Because the BAG leaders assessed BILIS to be relevant to their issues – and this assessment was corroborated by community leaders in other prototype barangays-the problem on the passive participation of BAG Holy Spirit in the BILIS launching and the low community utilization of the BILIS services cannot be attributed to the proposition of UP PLANADES that land records improvement was not a felt need of the BAG members. As to be shown in the experience in Barangay Batasan Hills, linking BILIS to concrete land concerns in the community, such as the NGCHP and the CMP, as well as the presence of very vibrant HOAs and committed BAG leaders, who all came from established people’s organizations in the barangay, are key ingredients to the maximum utility of BILIS and the full support of various sectors in the community.

Hence, the organizational instability of the BAG primarily due to its present weak leadership is assessed to be the primary cause of the problems encountered in Holy Spirit. Given this analysis of the experience, a key lesson raised during the LAMP Integrated Lessons Workshop on PIO2 CRS work in Holy Spirit was:

Efforts must be exerted to tap suitable local organizations and networks, rather than to create new structures such as the BAG. This is because group formation and strengthening may entail a long process and allocation of resources which LAMP may not afford given its short term nature and limited resource.

Formation of BAG will thus be initiated by LAMP only if no credible and suitable network of civil society organizations exist in the community.

In the next remaining two months (October to November 2004), the tasks that the FAU have to undertake are the strengthening of the leadership of the BAG and helping the BAG leaders to facilitate the mobilization of its members for the use of BILIS in addressing land issues in the community.

3.2 PhilSSA CRS and FV procedures and outputs in Four barangays

3.2.1 Background of the Project with PhilSSA

LAMP contracted the services of PhilSSA, a network of NGOs involved in urban development work, to conduct Community Relations Services and Field Validation of land records in four PIO2 prototype barangays, namely: Payatas, Bagong Silangan, Commonwealth and Batasan Hills. The contracting of PhilSSA services was expected to facilitate the CRS and FV activities in the four prototype barangays because of their presence in the communities as well as their known competence in CRS work. This was also in line with the objective of testing alternative procedures in community participation and field validation processes. The NGOs were expected to contribute innovative procedures in CRS and field validation.

The LAMP Social Program Plan explained the immediate objectives of these services to be: i) to assist the PIO2 in the conduct of CRS activities in the five barangays based on the CRS framework and strategy developed by the Prototype; and ii) to assist in the conduct of field validation of office records estimated at 30,000 parcels.

The long-term objectives were stated to be to establish a community presence for PIO2; to inform the target barangays and other important prototype stakeholders about the Project; to establish an effective system for generating community feedback on Project activities; and to develop greater community participation and/or support.

Aside from the CRS and FV services, the other services, which PhilSSA would provide under this contract were:

- Development of five training modules on: leadership/conflict management; gender sensitivity training; para-engineering/enumerators' training; barangay governance/advocacy and networking; and organizational/project development and management (ODM/PDM);
- Production of a draft camera-ready IEC materials on the following:
 - a) Facilitators kit, which will contain:
 - Flip Chart on "How to Communicate Effectively about LAMP";
 - Primer on Title Reconstitution; and
 - Frequently Asked Questions about LAMP.
 - b) Comics on common issues;
- Preparation Consolidated Report on the training conducted;
- Development of a CRS Facilitator's Manual;
- Field Inspection Reports (FIRs);
- Field Validation Reports;
- Documentation of at least 25 community dialogues; and
- Documentation of lessons learned.

The contract with PhilSSA was originally set to end on March 31, 2004. Pending completion of the deliverables, however, the contract was extended to May 31, 2004. Another extension (to October 15) has been requested to enable PhilSSA to enhance and finalize the reports, as well as for LAMP and PhilSSA to resolve conflicting assessment of the field validation data and outputs.

3.2.2 PhilSSA-LAMP Activities from April to September 2004

On April 20, 2004 a workshop was held for the presentation of PhilSSA CRS and FV activities and outputs in the four prototype barangays. Pending the submission of written reports, this presentation served as the initial basis of LAMP in analyzing the NGO-led CRS and FV work. A significant part of the previous TA Report on Deliverable 37 was based on the discussion outputs of this April 20 workshop.

PhilSSA submitted its Draft Terminal Report, which discussed the CRS activities and outputs of PhilSSA in the four barangays, and the Field Validation Report, which presented the FV procedures used and outputs achieved, on May and June 2004 respectively. These reports, as well as the Consolidated Training Report, IEC materials and Facilitator's Manual, were reviewed by a LAMP Review Committee, composed of representatives of relevant units of PIO2, PMO and TA team. It took a month for the review to be completed and for the focal person of PIO2 to consolidate the comments and suggestions of the members of the Review Committee. Hence, it was a month after that PIO2 and PMO were able to discuss the consolidated review results and to come out with a position.

On July 2004, a letter (signed by DENR Asst. Sec. Rafael Camat, the Executive Director of LAMP) was sent to PhilSSA. In the letter, LAMP informed PhilSSA about its dissatisfaction with and hence, its non-acceptance of all outputs of PhilSSA, except for the comics. The key implication of this letter was the suspension of the release of the fourth tranche of funds. Expectedly, this letter aggravated the already strained relationship of LAMP with PhilSSA.

Two weeks after, PIO2 sent another letter to PhilSSA following up their response to the July 2004 letter and requesting for the conduct of a meeting with Field Enumerators and BAG members in the four prototype barangays so that they would be updated on the status of the Project. The latter request was prompted by a problem faced by the Field Activities Unit (FAU) of PIO2 during a meeting with the People's Consultative Council (PPC) of the National Government Center Housing Project: East Development Project (NGCHP:EDP). The meeting was held for the promotion of the BILIS. In the meeting, some community leaders, who were involved in the PhilSSA FV work as Field Enumerators, questioned the presentation of BILIS pending community presentation of the FV results.

PhilSSA, however, said that they could not act on the two letters as they still had to consult their Board of Directors. Nonetheless, through the intervention of Me-an de Rosas and Atty. Marlon Manuel of PhilSSA, a dialogue between PhilSSA and LAMP was held on September 7, 2004. In this meeting, PhilSSA shared their acceptance of PIO2's comments and suggestions on four out of five submitted outputs. In this regard, the following decisions were reached:

- Return of funds allocated for three training workshops and allocated for the development and pre-testing of the Facilitator's Manual;
- Revision and submission on September 30, 2004 of the Draft Terminal Report, Consolidated Training Report and of the IEC materials; and
- Extension of the contract to October 15, 2004 to give PhilSSA time to revise the reports.

Added to these, an agreement was also reached to hold a meeting with the FEs on September 23 for: 1) updating on the status of the CRS and FV outputs; 2) orientation on the BILIS; 3) discussion of the critical last phase of activities of LAMP in the prototype barangays, such as the BILIS installation, conduct of Community Perception Study and the formation of a community-based monitoring and evaluation mechanism; and 4) planning of next joint activities in the barangays, which will include the community presentation of the CRS and FV results.

The remaining area for deliberation was the Field Validation Report. (Please refer to the next section.)

3.2.3 PhilSSA CRS and FV Outputs and Lessons

The following PhilSSA CRS and FV outputs and lessons were presented in the previous TA report on Deliverable 37, but new information are included to reflect the situation of the FV outputs as of September 2004.

Field Validation Outputs

In summary, PhilSSA reported on May 2004 to have field validated 5,262 parcels in Barangays Commonwealth, Batasan Hills, Payatas and Bagong Silangan. Table 2 shows the number of field enumerated parcels of each of the four LNs as well as their aggregate outputs (as stated in the PhilSSA Draft Terminal May 2004 Report).

Table 2: Total Number of CIMs and Parcels Enumerated in LAMP Four Prototype Barangays Per Report of PhilSSA LNs

Barangays/LN	No. of CIMs	Total No. of Parcels Enumerated	No. of Encoded FE forms
Commonwealth/ KHFI	62	3382	344
Batasan Hills/ COPE	44	1002	960
Payatas/FDUP	45	704	639
Bagong Silangan/ FDA	34	174	145
Total	185	5262	2128

PIO2 reviewed the FV accomplishments of PhilSSA LNs and came up with different figures, as shown in Table 3.

Table 3: Total Number of CIMs and Parcels Enumerated by PhilSSA LNs in Four Prototype Barangays Based on the Review of PIO2

Barangays/LN	No. of CIMs	Total No. of Parcels for FE	Total No. of Parcels Enumerated (% of Total)	No. of Encoded FE forms
Commonwealth/ KHFI	53	2716	471(17%)	322
Batasan Hills/ COPE	44	2804	1012(36%)	986
Payatas/FDUP	46	3360	606(18%)	595
Bagong Silangan/ FDA	30	1860	184 (10%)	184
Total	173	10,740	2273 (21.16%)	2087

In the computation of PIO2, the accomplishments of COPE and FDA were higher than reported. The sparkling difference was on the number of parcels field enumerated by Kristong Hari Foundation in Commonwealth. Nonetheless, in the assessment of PIO2, the total FV accomplishment was only 21.16 percent of the target, and that this accomplishment was unsatisfactory, and therefore, not acceptable.

LAMP included the above assessment in their letter to PhilSSA dated July 2004. In the September 7 meeting, PhilSSA contested such assessment and claimed a 51.4 percent FV accomplishment based on their computation of the total number of parcels field enumerated versus the total number of parcels for field enumeration. For this reason, an agreement was reached for a joint recomputation.

In Table 2, the difference between the number of encoded FE forms and the total number of field enumerated parcels is big because, as PhilSSA asserted, there were multiple parcels with same owners. Hence, there was no need to interview the same owner for all other parcels and use separate FE forms. But because these parcels were visited, they considered them all field enumerated. In addition, there were HOAs which provided them with a list of numbers of TCTs (but not the TCTs themselves). With this document, the LNs did not see the need to visit the parcels within the areas of these HOAs. They considered them field enumerated. But because owners or occupants were not interviewed, there were no corresponding accomplished FE forms. According to PhilSSA, this way of handling these special cases was in accordance with agreements reached with PIO2 during the training workshop for field enumerators.

To PIO2, however, this approach in field validating the problematic land records was not in accordance with agreements and was not acceptable, and maintained that the

total number of encoded FE forms should correspond to the total number of parcels field enumerated. At the very least, according to PIO2, if no document (e.g. TCT, survey plans and tax declaration) was gathered on a parcel, PhilSSA should have provided information (in corresponding FE forms) on who and why the owner of the visited parcel was not interviewed, and who is/are currently occupying/renting or taking care of the said parcel (e.g. name of owner, that she/he is residing elsewhere, and that land is currently occupied or rented by so and so) or that the owner of the land could not be identified and that the land parcel was occupied by informal settlers. If such data were provided in the field enumeration form, then, according to PIO2, the number of field enumerated parcels will correspond to the number of encoded FE forms.

PIO2 came strong in asserting this position because the value of the field validation work of PhilSSA for LAMP will primarily be measured by the amount of gathered documents or information on parcels with problematic records. On the other hand, PhilSSA came strong also in saying that the demand of PIO2 to fill-out field enumeration forms even if the landowners were not interviewed or even if no respondents were available was a manifestation of PIO2's lack of trust in PhilSSA's report that they indeed visited the parcels (and therefore field enumerated them). They also said that they acted based on their understanding of agreements with PIO2.

PhilSSA further said that in a meeting with PIO2 on March 2, 2004, they discussed the reasons for the gap, and that these reasons were considered by PIO2 as valid and acceptable. With this, from their perspective, their field validation work had been completed.

To resolve these issues, four teams, with each team to be composed of representatives of PhilSSA and LAMP, were formed to review the documents used by both sides as bases for the computation. As of September 28, after four days of joint computation, no agreement had been reached.

One of the key target outputs of PIO2, as outlined in the LAMP Logical Framework, is the testing and evaluation of alternative field validation procedures. For this reason, in the Deliverable 37 Report, the conduct of an evaluation (and thereby the identification) of the factors that have affected the field validation work of the four LNs was suggested. This was in view of the big differences in the field enumeration outputs of the four LNs, as stated in the May 2004 version of the PhilSSA Draft Terminal Report. In Deliverable 37 Report, the following factors were hypothesized to be the causes of the differences in the FV outputs of the four LNs:

a) Approaches used in CRS and FV

The LNs were considered equally competent in CRS work, but were new to the process of field validation of land records. Level of competence may not hence be a factor. However, they might have used different approaches that have led to the differences in their FV outputs.

b) Level of integration of LNs in their assigned barangays

The four LNs have different levels of integration with their respective barangays. For this reason, this can be another factor.

Kristong Hari Foundation Inc. (KHFI) has been continually operating in the area since the 1980s and is an active participant and organizer of a multi-sectoral council in Barangay Commonwealth. The Community Organization of the Philippine Enterprise (COPE) operated in the Batasan Hills beginning late 70s and was instrumental to the formation of SAMA-SAMA, a People's Organization in the area. COPE phased out of Batasan Hills sometime in the late 1990s or early 2000s. The LAMP-PHILSSA project is therefore an opportunity for COPE to revisit and to reestablish their presence in the area. FDUP has an on-going CMP project in Payatas, but this project is still at its beginning phase. FDUP therefore has not yet fully established their presence in Payatas. FDA is new in Barangay Bagong Silangan, and the LAMP PhilSSA is their first involvement in the area.

c) Physical features of the barangays

The differences of the four barangays in terms of land size, terrain, accessibility can also be a factor.

d) Level of support of the Barangay Officials

It could also be that the level of support provided by the barangay officials affected the pace of the CRS and field validation process of the LNs.

e) Presence of supportive community organizations and degree of presence of community groups opposed to LAMP at the beginning of the Project

The degree of presence of supportive community organizations and of community groups opposed to LAMP, such as those who support the classification of a big portion of the area as Unclassified Public Forest Land, can also be factor in the speed of the field validation process.

The evaluation was planned to be a key part of Deliverable 40. However, because of the conflicting assessment of the actual number of parcels field enumerated, the final picture of the differences in the field validation outputs of the four LNs could not as yet be established. Also because of the discrepancy in the number of parcels field enumerated and the number of FE forms encoded, the choice between which of the two data shall be used as the base in determining the differences was difficult to make. In the absence of these final data, the evaluation has not yet been undertaken. The PIO2 M&E Unit will facilitate this evaluation through the conduct of a Community Perception Study on October 2004.

Aside from the evaluation of the FV procedures, another remaining related task is the collation, analysis and interpretation of the answers of the respondents to the twelve questions in the Field Enumeration Form. PhilSSA committed to include the

presentation and discussion of FV results in their final FV report to be submitted on September 30.

(In regard to the PhilSSA Community Relations Services (CRS) work, no new data and analysis have been added since the completion of Deliverable 37 Report. So if review is needed, please refer to Deliverable 37 Report.)

3.2.4 LAMP Assessment of CRS and FV Activities of PhilSSA

Because of the changing data on the Field Validation (FV) outputs of PhilSSA, LAMP could not as yet fully evaluate the FV procedures used and could not, therefore, cull lessons on alternative FV procedures based on PhilSSA experience. The main area of evaluation that was done so far was on the role of NGOs in CRS and FV for land records improvement.

To evaluate, the major problems faced by PIO2 in partnering with PhilSSA for the conduct of CRS and FV of land records were administrative in nature. This was on the management of contract. There was no question and doubt among the PIO2 management and staff on the contributions that the NGOs could provide to the pursuance of the reform agenda of LAMP. With their competence in community organizing-community development work as well as in policy advocacy work, PIO2 views civil society organizations to have a very important role to play in LAMP.

The specific administrative problems faced by PIO2 were: (a) on how to compel PhilSSA, the service provider, to accomplish and submit the deliverables in accordance with the schedule set in the Contract and in accordance with the needs and standards of LAMP; and (b) on how to negotiate with the service provider changes or adjustments in the Contract or in the Inception Report in case important components of the service are not clear, such as the submission of progress reports and others.

The same was true with PhilSSA. The quality of their partnership with LAMP was also affected by administrative problems, such as the delayed scheduled releases of funds, delayed giving of comments and suggestion to their IEC materials, delayed turning over of CIMs and unclear expectations and mechanisms on the technical aspect of the field validation process.

The aggravating factor for PIO2 was the relegation of the bulk of their work in the four prototype barangays, which represent 4/5 or 80 percent of their prototype areas (with Holy Spirit composing the remaining 20 percent) to PhilSSA. Hence, the progress of work and outputs of PIO2 in its four prototype barangays depended so much on the efforts of PhilSSA, and information on the progress of the work depended so much on the reports to be provided by PhilSSA. In effect, PIO2 lost control over a big portion of their deliverables.

To avoid these problems yet maintain the space for NGO participation in land records improvement, the suggestion is to focus the participation of NGOs in LAMP mechanism for multi-stakeholders' participation, such as the CRS-TWG and LAG. In case part of the deliverables of LAMP will be contracted to NGOs, measures have to be undertaken to minimize if not to eliminate administrative problems. To do this, the

following can be undertaken: (a) specify collaborative arrangement in the Contract and Project Inception Report; (b) level off expectations at the start of Project; and (c) establish regular mechanism for dialogue and joint problem solving. It is also important to identify and establish common grounds (i.e. common analysis of the situation and common vision) and common interests (i.e. improved land records) with them.

Moreover, entering into and establishing partnership mechanism for the implementation of its mandate, such as the experience with PhilSSA, should not lead PIO2 to lose full management control of the procedures and outputs to be undertaken in its prototype barangays. Measures have to be undertaken to keep PIO2 involved in the management (i.e. planning, monitoring and evaluation) of key activities, even in areas subcontracted to NGOs. As earlier mentioned, this can be done by designing the contracts as opportunities for collaborative efforts.

3.3 Building Partnership for the Promotion and Installation of BILIS in the Four Prototype Barangays

As per agreement with the PhilSSA LNs last April 20, the original plan of PIO2 was to conduct the post-field validation activities in the four prototype barangays in partnership with the LNs as well as with the BAGs formed. However, with the upcoming closure of LAMP 1 as well as the growing demand from the Barangay Captains to install BILIS in their respective barangays as soon as possible, the PIO2 FAU was forced to take alternative courses of action even prior to the resolution of issues regarding the CRS and FV work of PhilSSA. (The Barangay Captains learned about the BILIS through the PIO2 Local Advisory Group [LAG], which is composed of representatives of land administration agencies, of the Quezon City LGU and of the barangay captains in the five prototype barangays.) This was done, however, only after PIO2 verbally followed up PhilSSA on their response to the July 19 letter of LAMP regarding their submitted outputs, and that PhilSSA said that they could not as yet provide any answer as they still had to confer with their Board of Directors, which was scheduled to meet sometime in August 2004.

The FAU thus contacted the administrator of the NGCHP-East for assistance in convening and meeting the People's Consultative Council (PCC) of the NGCHP-Eastside Development Project to present BILIS and discuss the possibility of building partnership for BILIS installation, promotion and management in the prototype barangays of PIO2. A meeting with the PCC-NGCHP was thus held on July 30. Majority of those in the meeting showed interest in the BILIS. On the latter part of the meeting, however, members of the PCC who were involved in the field validation process questioned this initiative of PIO2 to promote BILIS pending the presentation of the results of their FV work to the communities.

Realizing that it would really be difficult to explore partnership with people's organizations prior to the resolution of issues on PhilSSA CRS and FV work, PIO2 immediately wrote a letter to PhilSSA following up their response to the July 19 letter and requesting that a meeting with field enumerators (FEs) be held as soon as possible

to update the FEs on the status of the LAMP-PhilSSA Project. Again, PhilSSA reiterated their need to confer with their Board of Directors.

The next course of action of PIO2 FAU was to concentrate on the formal subdivisions, which PhilSSA LNs failed to penetrate, and to set meetings with the Barangay Councils regarding the BILIS. The necessary preparatory (i.e. getting the list of HOAs in formal subdivisions) and groundworking activities (i.e. contacting the leaders of the HOAs and setting a meeting with them as well as with the Barangay Councils) were done in August 2004. Thus, in September, the FAU was inundated with a lot of meetings in the communities. Fortunately, with the September 7 meeting of LAMP and PhilSSA, the support of the LNs for the conduct of the consultations on BILIS was elicited.

With the addition of another very competent staff to the FAU as well as the improved coordination among the PIO2 units involved (i.e. FAU, M&E, MRVU and the IT staff), the following preparatory activities for the installation of BILIS in the four prototype barangays were effectively done.

3.3.1 BILIS Installation in Barangay Batasan Hills

Among the remaining four prototype barangays (less Holy Spirit), Batasan Hills was chosen as a priority of PIO2 for the next BILIS installation because of the demonstrated interest and consistent urging of the Barangay Captain. Thus, consultations with him were held.

On September 11, FAU had a consultation meeting with the HOA leaders of Northview 2, a formal subdivision. Another consultation was held on September with the HOA leaders of Don Jose Subdivision, another formal subdivision. Then on September 16, a forum with HOA and PO leaders on the BILIS was held. A very competent team of PIO2 staff coming from the FAU, MRVU, IT staff of the OPM and the M&E unit presented the BILIS to the community. In this forum, an unexpected big number of people – more than 600 HOA and PO leaders, and beneficiaries of the NGCHP and CMP in the barangay – attended. The presentation was very well done such that immediately after the forum, many people approached the PIO2 technical staff for assistance in locating land records needed for their land-related concerns. With this show of interest of the people, PIO2 speculated that the BILIS would be of great use in the community.

In the afternoon of September 16, to bring the BAG, formed by COPE in the barangay, on board the process of promoting and bringing BILIS to the barangay a meeting with them and COPE was held. The BAG members signified their full support to BILIS installation in the barangay, and committed to help in its promotion and management, particularly in the monitoring and evaluation of its use. To help them fully understand what the BILIS was, they attended the training of BILIS database technical operators held September 21. The BAG was also one of the signatories of the Memorandum of Agreement for a co-management of BILIS in Batasan Hills.

BILIS was installed and launched in Batasan Hills, and a MOA was signed by the Barangay Captain, PIO2 prototype manager and representatives of the BAG and of formal subdivisions on September 24. This BILIS launching was attended by around 1500 residents of Batasan Hills, composed mostly of informal settlers, but with also a good number of officers of HOAs from formal subdivisions. Mayor Sonny Belmonte and Vice-Mayor Herbert Bautista of Quezon City, and Deputy LRA Administrator Ofelia Sta. Maria attended to observe and to show support. The CRS/SD TA also had a chance during the launching to briefly share the importance of people's participation as well as of gender mainstreaming in the BILIS promotion, utilization and management.

Everyone looked ecstatic during the launching not only because of the big number of attendees, but also because of the unified expression of support of the BAG, which represented the informal settlers, HOA leaders from formal subdivisions, Barangay Captain, Mayor and Vice-Mayor of Quezon City, LRA and LAMP for a joint promotion of the BILIS. It was indeed considered as an emerging model of a multi-stakeholders advocacy for the improvement of land records management system.

3.3.2 Consultation on BILIS in Barangay Commonwealth

On September 13, the same team of PIO2 staff (coming from the FAU, M&E, MRVU and the IT staff of the OPM) presented the BILIS to the Barangay Council of Barangay Commonwealth. With the very effective presentation of LAMP and BILIS, the Barangay Council was convinced of the relevance of BILIS to the development of the community. The Barangay Council(BC) members, including the Barangay Chair, affirmed the great assistance that the BILIS as well as the One-Stop-Shop can provide to the fast-tracking of the process of the NGCHP. They said that for the NGCHP-West, OSS can help in speeding up the process of transferring the land title from the government to the land claimants, who have already fully paid their lots. For the NGCHP-East, on the other hand, the OSS can help in speeding up the approval of their survey plans. A female BC member said that the long process of survey plans approval in the West served as a major stumbling block to the smooth implementation of the NGCHP West. She said that with the PIO2-initiated OSS, the NGCHP-East could be saved from this big headache.

With the heavy schedule of PIO2 this September, the BILIS installation and the preparation for the signing of the MOA in Barangay Commonwealth will be done in October. This will also give PIO2 time to resolve the remaining issues with PhilSSA and opportunity to involve and mobilize in the whole process the FEs as well as the Commonwealth LAMP Advocacy Group (CLAMPAG), the BAG formed by Kristong Hari Foundation in Commonwealth.

3.3.3 Consultation on BILIS in Barangay Payatas

During the stakeholder workshop of PIO2 on the Project lessons, the Barangay Captain of Payatas questioned the inclusion of her barangay in the list of PIO2 prototype barangays considering that the PIO2 is almost at its closure stage and that BILIS has not yet been installed in her barangay. Pressured by this statement, the PIO2 Deputy Prototype Manager oriented her, during the workshop, on the BILIS

installation process and requirements; and the FAU approached her to set a meeting for further discussion on the BILIS. The original plan was to commence the process of introducing BILIS to Payatas in October. A meeting with the Barangay Captain was hence set on September 16. This was, however, indefinitely postponed because the Barangay Captain is out-of-the-country.

3.4 Gender Mainstreaming in PIO2

The process of integrating gender in the land records management system of PIO2 was completed on September 2004. Specifically, the following were accomplished during the evaluation period:

- The IT staff of PIO2 completed the sex-disaggregation of all encoded land records; and the data was about to be forwarded to the M&E Unit for gender analysis during the completion of this Dev 40 Report.⁶
- The M&E Unit was set to come out with a report on the gender situation of land ownership in the prototype barangays based on the forwarded sex-disaggregated land records.
- The IT staff in its geocoding of the land database have developed a mechanism for the development of a map of land parcels owned by women and men.⁷
- So that all PIO2 staff are cognizant of the gender advocacy agenda of LAMP, all staff, who entered PIO2 after the last Gender Sensitivity Training(GST) Workshop, underwent GST.
- The CRS TA of PIO2 also developed a guidebook on gender mainstreaming in land administration reform. This will be presented to LAMP management, staff and technical advisers for validation, enhancement and institutionalization on October 2004.

From the experience of PIO2 in integrating gender in the land records management system, the following lesson was culled:

Gender analysis of land records can be done if mode ownership (i.e. whether conjugal, joint, corporation or individual person) and data on sex of titleholder are part of the fields in the data capture form. To institutionalize this or make this part of the land records management system of the government, the structure of land titles should be changed to include data on said mode of ownership and on the sex of title holder, and a policy should be set for the sex-disaggregation of land records and for a regular assessment of gender gap in land ownership.

To ensure that the gender advocacy efforts of PIO2 will be sustained, a Gender Forum with key stakeholders will be conducted on October 5, 2004.

⁶ Please see Appendix 3.

⁷ Please see Appendix 4 for an example of a gender map of land titleholders.

3.5 PIO2 Activities with Stakeholders at the City Level

Through the facilitation of the Planning and Coordination Unit (PCU) of PIO2, the LAG continued to actively perform its role as an oversight committee of PIO2 and as a partner of PIO2 in the development of procedures for the improvement of the land records management system. The following were the activities held during the evaluation period with stakeholders at the City level.

3.5.1 LAG Activities

3.5.1.1 LAG meetings

The meetings of LAG during this period were mainly focused on the sustainability of the initiatives of PIO2-LAMP in Quezon City. The LAG came up with a resolution supporting the expansion of the improvement of land records to other barangays of Quezon City. The concept paper and the project proposal for the continuation of the operations of PIO2 under the auspices of the Quezon City LGU were presented to LAG for comments, suggestions and support. This proposal was presented to the QC LGU on August 11 for support. As of this period, negotiations with the Quezon City LGU are still on-going.

3.5.1.2 Meetings of the LAG Sub-Committee on Boundary Delineation of the Prototype Barangays

As a way of demonstrating how the land records of PIO2 could be used in resolving boundary conflicts, the LAG Subcommittee on Boundary Delineation of the Prototype Barangays facilitated dialogues between the Barangay Councils of Commonwealth and Payatas for the resolution of their boundary conflict. Various meetings were held for this purpose:

- June 1 meeting of the LAG subcommittee to set the groundrules for the resolution of the issue,
- August 13 meeting of the LAG subcommittee to let the Barangay Captains of Commonwealth and Payatas agree on the basis for the delineation of their boundary. The agreements reached were that the disputed area of 46 hectares will be equally divided – that is, 23 hectares per barangay, and that PIO2, using its orthophoto map, will come up with a proposal on how the division could be done without needing to reblock even a single house.
- August 27 meeting of PIO2 with Barangay Councils of Commonwealth and Payatas to present the proposal on how to divide the disputed 46 hectares.
- September 1 meeting with the Barangay Council (BC) of Payatas, where the BC gave another proposal on how to divide the disputed 46 hectares.
- September 7 meeting of LAG subcommittee to gather more proposals on how to resolve the boundary conflict.

The LAG Subcommittee through PIO2 will forward these proposals to the Quezon City Council Joint Executive-Legislative Committee for Boundary Conflicts for formal hearing and resolution of the case.

3.5.2 Meetings of the Technical Working Group (TWG) on the Detection, Segregation and Disposition of Fake and Fraudulently Issued Titles

The TWG met several times during this period to discuss and refine the procedures to be used for the prevention, detection and segregation of fake and fraudulently issued titles, and to identify agencies who can be involved in the implementing the procedures. These procedures have been packaged into a manual on the prevention, detection and segregation of fake and fraudulently issued titles.

The TWG also met to initially identify fake titles, but the list has been kept confidentially pending verification.

Though no resolution has been reached on the boundary conflict of Payatas and Commonwelath, the PIO2 PCU and the MRVU deserve commendation for their assistance to the OPM for this effort as well as for their efforts in facilitating the sustained support of LAG, including the QC LGU, for the endeavor to improve land records in Quezon City.

4. General Assessment of PIO2 CRS/SD Outputs and Procedures

4.1 CRS/SD Outputs from April to September 2004

The following can be considered as the key contributions of the PIO2 CRS and SD activities from April to September 2004 to the achievement of Component 3 target outputs of the Project Revised Logical Framework.

Target Output 3.1: Improved procedures for the detection and prevention of double, overlapping titles and identification of missing titles developed, tested and documented.

- On NGO-led field validation procedure in the four prototype barangays:

Review of PhilSSA FV outputs was undertaken. Due to conflicts between LAMP and PhilSSA's computation and assessment of FV results, however, a recomputation and reconciliation of data are being done.

The PIO2 M&E Unit will evaluate the FV procedures as well as of the CRS activities undertaken by the four lead NGOs of PhilSSA on October 2004.

- Through the facilitation of PIO2, the Technical Working Group(TWG) on the prevention, segregation and disposition of fake and fraudulently issued titles developed procedures for the prevention, detection and segregation of fake and fraudulently issued titles, and the agencies who need to be involved in the implementation. These procedures have been packaged into a manual

(This report does not include the progress of the development of land records per se, such as number of survey plans retrieved, CIMs scanned, etc. and merely focuses on concerns directly related to community/stakeholders participation processes.)

Target Output 3.2: Systems and institutional arrangements for a streamlined, efficient and cost effective delivery of land transaction services and associated information developed, tested and documented.

- MOA for the operationalization and management of BILIS in Holy Spirit was extended to December 31, 2004.
- BILIS was installed and launched with the full support of stakeholders in Batasan Hills. Before the BILIS installation and launching, consultations with HOAs of two formal subdivisions and HOAs of informal settlers were held. The BILIS launching was attended by 1500 residents coming from HOAs of informal settlers, formal subdivisions and the Barangay Council. The Mayor and Vice-Mayor of Quezon City and LRA Deputy Administrator also witnessed the signing of the BILIS MOA by representatives of LAMP, Barangay Council, BAG, and HOAs for formal subdivisions.
- BILIS orientation meetings with the Barangay Councils of Commonwealth and Bagong Silangan, and with the Barangay Chair of Payatas were held. The same process as done in Batasan Hills and in Holy Spirit will also be followed in these three barangays in the coming two months – October and November 2004.
- The M&E unit has set up a mechanism to regularly monitor and evaluate the use of BILIS, including women and men's access to BILIS (i.e. inclusion of field on sex in the evaluation forms and gender analysis in the report guidelines).

For the period March 17, 2004 until August 11, 2004, there were 28 transactions recorded in the computer-based query log. Only 2 out of 28 transactions were not completed due to non-availability of records in the database. Exact location could not be found as per TCT number provided by the customers. There were 6 repeated transactions. This means that out of 28 transactions, there were 3 customers who made 6 different transactions. In terms of sex distribution, there were 7 females and 17 males.

- One-Stop-Shop became operational starting June 4, 2004. As of September 16, 2004 a total of 815 transactions were recorded. Details of which are the following:
 - 119 transactions were done by companies;
 - 305 transactions were done by female customers;
 - 382 transactions were done by male customers;
 - 2 transactions by male and female (buyer and seller) customers;
 - 2 transactions were done spouses; and
 - 5 transactions were unaccounted (customers did not fully fill-out query form)

Target Output 3.3: Community participation and customer service strategies to support outputs 3.1 and 3.2 and the long-term LAMP program developed, tested and documented.

- BAG leadership in Holy Spirit was reactivated; and thereby became a signatory to the BILIS. The BAG leaders committed to mobilize its membership for the promotion and maximum use of BILIS in addressing land issues in the community.
- The BAG Community-Based M&E Committee was trained in conducting CBM&E; and the BAG Executive Committee drafted its Logical Framework and Operational Plan for approval of the BAG General Assembly.
- Multi-stakeholders partnership (i.e. LAMP, Barangay Council, BAG, and HOAs of formal subdivisions) was formed in Batasan Hills for the promotion, monitoring and evaluation of the BILIS that was installed in the Barangay last September 24.
- LAG and its sub-committees as well as the TWG on the Detection, Segregation and Disposition of Fake and Fraudulent Titles continue to be very active in supporting LAMP PIO2. As a manifestation of support, LAG issued a resolution supporting the expansion of the initiatives of PIO2 to other barangays of Quezon City.

Generally, it can be said that the CRS/SD efforts of PIO2 from April to September 2004 have significantly contributed to the incremental achievement of the target outputs specified in the Project Logical Framework. Various areas though still have to be worked on or improved such as the following:

- In-depth evaluation and documentation of the NGO-led CRS and field validation procedures in the four prototype barangays. This evaluation will help PIO2 cull lessons from the experience and design the next CRS/SD activities in the four barangays.
- Facilitation of the participatory installation and launching of BILIS in three prototype barangays (Bagong Silangan, Commonwealth and Payatas);
- Strengthening of the multi-stakeholders partnership mechanism formed for the promotion, monitoring and evaluation of the BILIS.
- Conduct of consensus building activities with stakeholders regarding the policy reform agenda of LAMP; and translating the present support of stakeholders for the BILIS and OSS into open support for the passage of the Land Administration Reform Act.

4.2 Summary Evaluation of CRS/SD Procedures

In view of its nearing completion period, LAMP-PIO2 started in June 2004 to consolidate all lessons learned on its CRS/SD Procedures. Workshops on lessons learned were held in June and July 2004. In August 19-20, these lessons were integrated with the lessons of the PMO and PIO1. Then in August 30-31, the lessons were presented to a Stakeholders' workshop.

The lessons have been translated into improved procedures in building partnership for the improvement of land records management system. These procedures are currently being packaged by the CRS/SD Adviser into a guidebook on building partnerships at the municipal and barangay levels for the reform of land information management system. The guidebook is targeted to be completed on September 30, as another accomplishment under Deliverable 40.

To summarize, Tables 5, 6 and 7 show the results of the PIO2 FAU Activity Evaluation, summary of lessons on CRS/SD procedures presented during the August 30-31 Stakeholders Workshop, and overview of CRS/SD procedures respectively. These were results of workshops of the FAU, together with the TA and other units of PIO2 from June to September 2004.

On the measurement indicators set by the CRS/SD Framework and the Gender Mainstreaming Plan, though concrete data still have to be gathered, it can be said that PIO2 was able to accomplish in the following:

Table 4: General Assessment of PIO2 CRS/SD Procedures vis-à-vis Measurement Indicators of Effectiveness

Measurement Indicators	Remarks
Percentage of prototype communities, which participated in the field validation of land records.	100% -- all prototype communities were involved in the field validation of problematic land records
Number of local organizations involved in discussions about land records management.	At least 85 HOAs in Holy Spirit; A significant number in Batasan Hills, though concrete data still have to be gathered.
Number of inquiries on LAMP.	28 transactions for BILIS in Holy Spirit; 815 transactions for OSS.
Number of proposals received from communities on how to improve land records management.	Proposals were given during consultations workshops. Number of proposals, however, is not recorded.

Measurement Indicators	Remarks
Number of partner agencies, which coordinated with PIO2 for the improvement of land records management.	All land administration agencies are involved in PIO2 initiated improvement of land records management.
Number of communities and/or agencies/stakeholders' endorsement of tested land records methodologies	Homeowner Associations (HOAs) in Holy Spirit and Batasan have expressed support for BILIS; An area for improvement is the involvement of NGOs in LAG activities.
Proportion of women and men who participated in PIO2 activities.	Data of PIO2 show that proportion of women and men participating in PIO2 activities is close to equal.
Gender issues in land records management systems and procedures identified and addressed, if any.	Issue on the difficulty in identifying conjugal properties in the names of spouses with present format of land titles has been identified. PIO2 M&E unit will come out with recommendations on how to address this.
Extent by which gender is integrated in the CRS and FV work plans.	Gender is integrated in the CRS and FV work plans.
Presence of activities that will raise or enhance the gender awareness and orientation as well as gender mainstreaming skills of FAU staff and partners in the prototype communities.	All staff of PIO2 underwent Gender Sensitivity Training (GST) workshops. BAG leaders in four prototype barangays also underwent the same GST workshops. A Gender Forum for representatives of key stakeholders will be held on October 5.
Presence of sex-disaggregated land records, and inclusion of gender analysis of the data in the reports; and Presence of gender analysis in monitoring and evaluation reports.	Database system is sex-disaggregated. Through it, the M&E Unit can make a gender analysis of land titleholders.
Gender sensitivity of IEC materials produced and disseminated during the period.	No gender bias in IEC materials disseminated.

Table 5: FAU Activity Evaluation

Achievements	Replicable procedures (Ingredients)	Strengths	Weaknesses	Constraints	Recommendations/Lessons
TWG-CRS (Function is to guide CRS unit in crafting strategies in 5 prototype brgys)	Necessary structure or mechanism	Suggested strategies in mobilizing communities e.g. BAG, ABCD	Low motivation of partner agencies; they perceive LAMP as additional burden to them	Lack of internalization of project objectives and incentives	TWG can serve as a vehicle towards realizing convergence approach Suggested composition: CROs of NGAs and LGU NGOs, POs Subcommittee of LAG (so as to have a mandate)
BAG	Necessary but as much as possible tap existing network of orgs as BAG	Bag serves as the rep of the community Link of lamp PIO2 with the community	Participation is minimal in BILIS installation Problems faced re PHILSSA project Loose structure of BAG which will	Process not harmonized or synchronized	Tap existing organization to serve as BAG to ensure sustainability of efforts e.g. Barangay Devt Council, People's Consultative Council (NGC areas) Social investigation is

Achievements	Replicable procedures (Ingredients)	Strengths	Weaknesses	Constraints	Recommendations/Lessons
			impact on its sustainability Internal and external conflicts		required to ensure that local structure to be tapped to pursue LAMP agenda has clear representation and mandate; internal conflicts are resolved within the org
ABCD	Necessary	Effective in getting feedback from the people Issues are addressed immediately Ownership of the activity by the community they facilitate and decide on what issues to tackle Venue for direct interfacing with the community	Some questions raised were not related to PIO2 concerns	Dialogues were done on weekends	PIO2 must be ready to respond to queries related to land issues (felt needs of the community) Policy to be set for the offsetting of activities on weekends

Achievements	Replicable procedures (Ingredients)	Strengths	Weaknesses	Constraints	Recommendations/Lessons
CO-CD (Mobilizing community to address issues)	Necessary but should be coordinated other government agencies and CSOs with CD programs in the communities	PRA conducted CBM&E	Mobilization of the people to address land issues related to land records not done. So, CO process is not complete.	Lack of personnel	BAG can lead in continuing CO-CD work
Field Validation	Necessary but should focus on problematic areas (no records; per registry basis)	Participation of community members in field enumeration Field enumeration trainings to LNs	Limited appreciation to data gathered Data not collated and not analyzed	Lack of coordination between PHILSSA and PIO2	Triangulation of data should be done to ensure quality generation of data PIO2 should have consistency in giving standards Sampling survey to cut cost and time (hetero <30%; homo >10%) FV should focus on land records alone. Other questions to be part of SA.

Achievements	Replicable procedures (Ingredients)	Strengths	Weaknesses	Constraints	Recommendations/Lessons
BILIS	Necessary (flagship product of PIO2)	<p>Land info easily accessible to residents (refer to slides)</p> <p>Forged multi partnership arrangement {LGU, BAG, HOA/PO (formal and informal) and NGAs}</p> <p>Strategy to identify titles for reconstitution</p> <p>Serves as feedback mechanism on FV results</p>	<p>Access of syndicates to info during launching</p> <p>Incomplete information</p> <p>Maps not yet available (B. Hills)</p>	No tracing paper	Refer to BILIS field review and lessons workshop
CBM&E CBM&E training conducted and plan	Necessary and should be	Serves as a mechanism for	CBM&E not fully tested in HS	Organizational problems	Intro of CBM&E to communities should

Achievements	Replicable procedures (Ingredients)	Strengths	Weaknesses	Constraints	Recommendations/Lessons
crafted	introduced at the beginning	people's participation in doing CBM&E		Inactive CBM&E committee	happen at the start
LARA advocacy	Necessary and must be integrated in pIO2 advocacy agenda	PIO2 products and LARA are being introduced as a package to prototype barangays	PIO2 stakeholders were not mobilized for the LARA advocacy	Lack of coordination between PMO and PIO2 in advocating LARA	Strong coordination with TSU LARA should be included in community consultations

Table 6: Lessons in Building Partnership For Land Records Management Improvement

	PROJECT LESSONS	CONTEXT
Development of CRS/SD Strategy	A good CRS strategy is grounded on a sound stakeholders analysis that is conducted prior to the start of implementation. (Par. 265)	Presence of various stakeholders in the five prototype areas, the complexity and diversity of their interests and the huge expanse of the project's area of coverage.
	A clear phase in and phase out plan for the communities should be identified at the outset, but it should be flexible enough to accommodate suggestions from partners. And this plan has to be finalized with the partners once partnership has been formed. (Par. 272)	
	At the onset, the Project should level off with the community regarding its scope and limitations. (Par. 289)	Tendency of people to express all their needs to whatever project comes along.
	The development of people's awareness and generation of critical support is critical for projects with social implications such as LAMP. This is better carried out in a sustained basis through an expanded approach that not only involves information campaigns but more importantly feedback generation mechanisms such as area-based community dialogues, education/orientation symposia. (Par. 260)	Prevailing mistrust and lack of confidence by the public on the government, especially land-related agencies whose statements are not consistent and records are not integrated, systematized and accessible.
	Partnership building is best done by maximizing or tapping into existing networks and organizations rather than forming new groups. (Par. 267)	Group formation entails more long-term commitment on the Project which it cannot afford to satisfactorily provide due to its short term nature.

	PROJECT LESSONS	CONTEXT
	An effective barangay entry strategy is based on a good understanding of the politics, organizations, institutions and networks and that all relevant organizations are contacted. (Par. 271)	Heterogeneity of the communities implies that elected barangay officials have certain allegiances to certain political or economic interests.
	A convergence approach to community development and poverty reduction should be pursued. (Par. 273)	LAMP-PIOP2 experience in conducting Participatory Resource Appraisal in Brgy. Holy Spirit.
Procedures in Engaging Stakeholders	Area-based dialogues and assemblies provide excellent venues for local stakeholders and project representatives interface where community issues are quickly and substantially responded to by the Project. . (Par. 284-285)	Experience of PIO2 in conducting Area-based community dialogues (ABCDs).
	To effectively communicate with the people, it is important to let the people share first their experience from which we can relate our message. Popular visual materials are effective tools that can be used for this process. (Par. 286-287)	
	Background knowledge on the community and a clear and consistent message are essential in effectively interacting with the communities. (Par. 288)	
	Building up full support for BILIS implies clearly spelling out the role of land records management in resolving concrete land issues and prioritizing it in the partner organizations' development plan or agenda. (Par. 294)	

	PROJECT LESSONS	CONTEXT
	The BILIS can be more socially marketable to informal settlers if packaged with the other ingredients of urban land reform. (Par. 295)	
	To underscore the need for communities to have counterpart in the Project, BILIS should not be totally be provided free of charge.	
BAG Formation	Project may directly organize BAG in communities where there are no overarching organizations or civil society structures. (Par. 275 and 276)	LAMP needed a partner in Brgy. Holy Spirit who more or less represent some 200 organizations.
	Forming structures such as BAG should follow the community organizing process in line with the convergence approach. (Par. 278)	
	Capacity building and trainings are an important aspect of BAG formation. (Par. 279)	The high participation rate by members of the BAG Steering Committee in activities due largely to trainings provided to them by the Project.
	Forming BAG as a partner in mainstreaming the Project's goals does not always result into the rippling of information to and building up of support from individual organizations. (Par. 275)	Information did not cascade from the BAG-Holy Spirit Core of Leaders down to the members. It was concentrated in the Core Leaders.

	PROJECT LESSONS	CONTEXT
	Other means of communicating the Project to as wide an audience as possible need to be rethought. (Par. 277)	BAG suffered from inefficiencies and organizational problems that rendered it ineffective in serving as main channel of information between LAMP and the stakeholders in the barangay.
	Appropriate criteria or standard should be the basis for the selection of BAG members. (Par. 280)	Some BAG members used LAMP's name for their illegal activities.
Gender Mainstreaming	<p>To engage stakeholders in mainstreaming gender concerns in land records management, there is a need : (i) to raise level of gender awareness of community leaders and LAG members; (ii) for both BAG and LAG to designate their gender focal persons/teams; and iii) develop clear policies and plan of action for gender mainstreaming at the BAG and LAG levels. (Par. 297)</p> <p>To make the land records management system capable of providing data for gender analysis and therefore gender sensitive, with the support of stakeholders, there is a need to: i) amend present land recording system so as to easily identify a conjugal property that is in the name of husband or wife or of both spouses and to easily sex-disaggregate individually-owned lands; ii) set a policy for sex-disaggregation of land records and for a regular conduct of gender analysis of land title holders; iii) provide a mechanism to address gender issues in land administration.</p>	<p>Present structure of land titles does provide information on sex of individual land title holder and if land is a conjugal property.</p>

	PROJECT LESSONS	CONTEXT
	Approaches and mechanisms that encourage participation of both men and women in land records management should be used.	In general, the land records system heavily favors men as titles are not yet sex disaggregated.
	In scheduling meetings in the community, the time and day most appropriate and where most participants are available should be considered (Par. 290)	Daytime CRS (and other field activities as well) especially on Saturdays, favor the participation of women. Men are available mostly on Sundays and in the evening.
NGO-led CRS activities	In entering into partnerships that involves contracting of CRS activities, it is important to be selective of the contractors so that the process becomes inclusive. (Par. 269)	Based on results of Social Assessment of PI2 areas done by UP PLANADES
	Administrative arrangements between the Project and the civil society organization must be put in place to avoid implementation problems, i.e collaborative arrangement must be specified in the contract and inception report, level off expectations at the start of the Project, establish regular mechanism for dialogue and joint problem solving; put in place a strong monitoring and evaluation system for progress tracking and output validation . (Par. 281 and 282)	Administrative and implementation issues arising from PhilSSA-led CRS in the four prototype barangays
	Management of contracted activities should not be totally left to the contracted party. The Project or the contractee should be fully informed on the progress and hands on in terms of problem-solving of major issues that may affect achievement of target outputs. (Par. 283)	

	PROJECT LESSONS	CONTEXT
Partnership building efforts with other government agencies	Partnership-building is crucial to provide a balance between transparency and sound information, and to address the risk of raising unrealistic expectations concerning the project	
	Engagement of agency partners in social development and other community relations or development work should be coupled with adequate support for capacity building in these areas. Only after their capacity have been strengthened will they be able to meaningfully contribute to project activities. (Par. 296)	CRS-TWG did not perform the role envisioned for it, i.e. as a coordinating body between prototype and partner agencies and to identify and respond to the information requirements of the respective agencies in relation to LAMP, and provide backstopping to CRS activities in the barangays.
	Linkages and complementation efforts with government-initiated projects should be pursued.(Par. 270)	Immediate community concerns go beyond what the Project can deliver.
Coordination among LAMP PIO2 Units	Internal coordination between and among the units of the project in implementing any activity in the barangays is very important to ensure the consistency of all community activities with the agreed CRS/CD framework as well as to synchronize and synergize all efforts, which are deemed to contribute to the effective field validation of land records and to the promotion and maximized use of project outputs such as the Barangay Integrated Land Information System (BILIS). (par. 291)	BAG in Holy Spirit was not actively involved in the installation and promotion of BILIS.
	In terms of timing, CRS activities should be paced appropriately vis-a-vis field validation of land records. (Par. 292)	The public may be left hanging to speculate on the sincerity of the project to pursue its goals.

Table 7: Building Partnership for Land Records Management Improvement

PHASE 1: Preparatory Activities		
ACTIVITIES	REQUIREMENTS	TIME FRAME
Step 1: Assess the State of Land Records in the municipality / barangays	At least 30 % of data on L.R gathered and analyzed	To be determined with MRVU
Step 2: Conduct a Stakeholder's Analysis	Profile of each stakeholders	One month (overlaps with Step 1)
Step 3: Build the Capability of SD Unit on Partnership Building	Training modules, Trainers , Funds	20- day Seminar type 3 months on the job/ monitoring
Step 4: Prepare a Communication Plan and develop IEC materials	IEC Specialist, Funds (Communication Plan will be an output of Capability Building Workshop)	One month (overlaps with previous steps)
Step 5: Identify areas for field validation of land records	Land Records of at least 30 % of target barangays office validated	To be determined by MRVU
PHASE 2 (with OPM) Building partnership with stakeholders at the municipal level		
PREPARATORY ACTIVITIES	REQUIREMENTS	TIME FRAME
Step 1: Introduce LAMP to top officials or leaders of identified stakeholders (one-on-one)	IEC presentation materials; stakeholders analysis (with OPM)	} Two months (Steps 1 to 3)
Step 2: Conduct an Orientation Workshop on LAMP and Proposal to form LAG	IEC & Presentation materials funds for Workshops/ meetings	
Step 3: Facilitate a LAG strategic and planning workshop	Agreements of Stakeholders to Form LAG: Funds, with PCU assistance.	
Step 4: Provide necessary assistance to the implementation of LAG plans	Logistical support: memorandum of cooperation; plans	Continuous activities

ACTIVITIES	REQUIREMENTS	TIME FRAME
Step 5: Assist LAG in M & E of its plan implementation (in coordination with M & E unit)	M & E unit assistance; funds	Continuous activities
PHASE 3: Building Partnership at the Barangay level		
ACTIVITIES	REQUIREMENTS	TIME FRAME
Step 1: (Overlaps with Step 3 of phase 2)	<ul style="list-style-type: none"> • Common CRS framework for LAMP and LAG; IEC and presentation materials; funds; general plans • Preliminary Social Investigation Guide 	Two Weeks (Step 1-3)
Step 2: Introduce the project to the barangay council and PO/NGO leaders if any (one-on-one)		
Step 3: Conduct preliminary social investigation		
Type 1 BRGY: With POs and HOAs and/or BDC <ul style="list-style-type: none"> • Step 4 : Conduct a workshop with BDC or forum with BC, HOA, NGO leaders (multi stakeholders forum , barangay level) • Step 5: Forging of MOC with BDC or multi stakeholders forum 	IEC Presentation materials, preliminary F.V plan, funds for workshops	One Week (Step 4 & 5 of Type 1 barangay)
Type 2 BRGY: No PO, HOA and BDC; only barangay council <ul style="list-style-type: none"> • Step 4: Conduct S.I and groundworking activities • Step 5: Identify potential leaders 	<ul style="list-style-type: none"> • S.I and groundworking guide • Criteria for the selection of 	One month (Steps 4 & 5 for the type 2 barangay)

and form and form them into a community action group	leaders and guide for forming CAB	
Step 6: Conduct of deepening of S.I through PRA (including field reconnaissance)	PRA training and guide; Funds; PRA instruments	One month (including PRA write- up)
Step 7: Facilitate the conduct of the community strategic and operational planning workshop	Funds and PCU assistance	Two weeks (including documentation)
Step 8: Conduct of ABCDs	Program funds ; ABCD design approved by stakeholders; letters of invitations (and other means)	Two weeks to one month
Step 9 : Formation and training of Field Enumeration Teams	Training module and design ; F.E design and instruments; funds	Two weeks (including orientation; selection; planning; training; etc.)
PHASE 4: Field Validation of Land Records		
ACTIVITIES	REQUIREMENTS	TIME FRAME
Step 1: Base Camp establishment		One- two months (including all activities of phase 4)
Step 2: Field Inspection		
Step 3: Field Enumeration		
Step 4: Quality Assurance of Outputs		
Step 5: Field Enumeration Results encoding		
Step 6: F.E Teams reflection on the F.V process		
Step 7: Data Collation and Analysis		

PHASE 5 : Sustaining and Institutionalizing multi-Stakeholder strategies for LRM reform		
ACTIVITIES	REQUIREMENTS	TIME FRAME
Step 1: Forging of MOA with partners in the barangay for BILIS installation		Until end of the project
Step 2: BILIS installation (including ;launching, training , setting up ,updating, M&E, advocacy;etc.)		
Step 3: Sustaining activities at the municipal and barangay levels for LRM reforms		

The following were the closing paragraphs of Deliverable 37 Report. As a reiteration, I would like to use the same paragraphs in closing this Report on Deliverable 40.

LAMP was presented to the prototype communities as well as to other stakeholders as a government project with an overall goal of poverty reduction and economic growth. This link of improved land records system and improved land administration services to poverty reduction and economic growth cannot easily be established in the first phase of LAMP alone. PIO2 needs the second phase to continue its work in the prototype areas and clearly establish the potential contributions or link of its products to poverty reduction and economic growth through participation in convergence mechanism with other government agencies and civil society organizations.

With the declaration that the Project is for the people, especially the poor, it has become an imperative for LAMP as a government project to prove its sincerity to the people by fulfilling its commitment to lead LAMP towards poverty reduction and economic growth. To do this, I strongly suggest to include in the second phase of LAMP the expansion of the operations of the PIO2 to other barangays of Quezon City and other municipalities where land records are problematic.

APPENDICES

APPENDIX 1

LAMP Revised Logical Framework

**REVISED UNIFIED PROJECT LOGICAL FRAMEWORK
Land Administration and Management Project**

NARRATIVE SUMMARY	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS/RISKS
<p>HIGHER LEVEL GOAL : Reduced poverty and enhanced economic growth by improving the security of land tenure and fostering efficient land markets in urban and rural areas</p> <p>GOAL : Improved system of land administration and titling effectively serving the needs of the clients/users which is based on clear, coherent, consistent and gender-responsive policies and laws, and is supported by an appropriate institutional structure</p>	<ul style="list-style-type: none"> • Increased volume and reduced cost of institutional credit • Increased farmer access to credit • Equal access to credit by women and men • Increased income through higher levels of farm productivity • Increased volume of land related investments in both the urban and rural areas • Increased share of land markets to GDP • Improved implementation of programs related to asset reforms • Greater access to land by eligible men and women beneficiaries <ul style="list-style-type: none"> • Increasing trends in the volume of formal land transactions, and drastic reduction in the volume of informal land transactions in both the urban and rural areas • Reduced volume of land related court cases • Net government savings from more efficient and integrated provision of land administration services • Reduced cost to the public to register land (both original and subsequent) • Improved access by the public (both men and women) government and other clients to land information required for effective planning and management • Improved government revenues from 	<ul style="list-style-type: none"> • Records of banks and other credit providers • Socio economic surveys • GDP figures and other related statistics • Performance reports of programs related to asset reforms • Surveys of land distribution experiences by selected men and women beneficiaries <ul style="list-style-type: none"> • Transaction records within the Registries of Deeds • Surveys of informal land transactions in representative areas • Court records • DBM data and comparison of government budget provision before and after the creation of an integrated land agency • Surveys of clients using the register (before and after the institutional and administrative reforms are in place) • Agency records • ROD, BIR and LGU records on collections from land related transactions • Customer satisfaction surveys 	<ul style="list-style-type: none"> • Suitable conditions for continued economic growth • Other market distortions will not severely affect the land market in a negative way <ul style="list-style-type: none"> • Changes in leadership will not affect the pace and nature of reforms • Government commitment will be sustained to put in place the reforms required • Other stakeholders will continue to support the reform proposals until a stable system and policies are in place

<p>PURPOSE: Government adopting agreed policy, regulatory and institutional framework required for long term LAM Program; and communities/clients within the Prototype areas have access to cost effective solutions designed to improve the protection of rights to land, and early detection, prevention of fake, double, overlapping and identification of missing titles developed through testing of alternative approaches</p>	<p>land taxes and transaction fees</p> <ul style="list-style-type: none"> • Greater transparency and accountability in land transactions • Improved satisfaction of women and men clients from land related services by the government <ul style="list-style-type: none"> • Increased number of formal land transactions and reduced volume of informal land transactions within the Prototype areas • Reduced cost (time, money) for issuance of original titles to eligible beneficiaries within the prototype area in Leyte • Improved efficiency in detection and prevention of fake, double and overlapping titles within the Quezon City prototype • Reduced cost to the public (time, effort and money) in land transactions within the prototype areas • Increased government revenue from land taxes and transaction fees within the prototype areas • Greater transparency and accountability in land transactions within the Leyte and Quezon city prototypes • Improved services to the public and the users of the system within the prototype area • Community and stakeholder support to pursue the innovations introduced within the prototypes over the long term LAM Program • Equal access and equitable benefit from land transactions by men and women 	<ul style="list-style-type: none"> • Comparison of pre and post project records of OSS, ROD • Client surveys • Number of fake, double and overlapping titles detected • Agency feedback on the use of database and prototype records/information to support fake title detection and prevention • Client surveys • Records of BIR, RODs and LGUs in Leyte and Quezon City prototypes • Customer satisfaction surveys • Records of stakeholders' meetings, workshops and other initiatives to lobby for reforms 	<ul style="list-style-type: none"> • Agencies concerned will continue to support the implementation of the Prototypes • Strong high level policy commitment to the policy reforms • GOP budget counterpart will be available and on time • There is seamless transition from the learning and innovation phase to the next phase • Cost effective solutions identified within the current policy, institutional and regulatory framework will be enough to demonstrate the feasibility of proceeding to the next phase of LAM implementation
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OUTPUTS :			
<p>1. Policy and regulatory changes needed to support implementation of land administration and management reform formulated, and adopted by government and key stakeholders</p> <p>1.1 Six policy studies undertaken in consultation with all key stakeholders in the priority areas of institutional arrangements, fragmented land laws and regulations, finance and fees, valuation, forest boundary delineation and the land development process</p> <p>1.2 Consensus reached with government and key stakeholders on the overall policy and legislative framework required for successful implementation of the LAM reform</p>	<ul style="list-style-type: none"> • Policies developed with broad agency and stakeholder participation and consensus in the 6 key policy areas • Policy options clearly evaluated for economic, social, environmental and gender equity implications • Policy recommendations integrated into an overall policy and legislative framework • Action plans and schedules developed to commence implementation, and for the long term LAM program; • Implementation commenced where possible under existing legislation <ul style="list-style-type: none"> • Recommendations made on institutional arrangements, laws, regulations and procedures • Policies developed with broad agency and stakeholder participation and consensus in the 6 policy areas • Policy options clearly evaluated for economic, social, environmental and gender equity implications by end of 2003 <ul style="list-style-type: none"> • Policy recommendations and stakeholder inputs integrated into an overall policy and legislative framework • Action plans and schedules developed to commence implementation • Partnerships between government and key stakeholders in policy reform advocacy commenced • Implementation of reforms by government and partner stakeholders, if possible under existing legislation 	<ul style="list-style-type: none"> • Policy study papers/reports • Process documentation of consensus building activities • Approved action plans and schedules • Stakeholder evaluation of policy reform activities • M and E of plan implementation against schedules and policy impact indicators (economic, social, environmental) <ul style="list-style-type: none"> • Policy study papers/documentation • Documentation on consultation workshops with stakeholders • Documents assessing and evaluating economic, social, environmental and gender equity implications of the proposed policy studies and proposed reforms <ul style="list-style-type: none"> • Documentation of all policy advocacy activities • Approved action plans and schedules • M and E of plan implementation against schedules and policy impact (economic/social/environmental) 	<ul style="list-style-type: none"> • Designated lead agency for each policy study will provide leadership • Studies will be completed within a reasonable time frame • Agencies and other stakeholders will make specialist staff available to participate as required

<p>1.3 Implementing guidelines for mainstreaming improved methods and procedures developed under LAMP issued by appropriate agencies (within current legal framework)</p> <p>2. Improved approaches for large scale registration and associated institutional and administrative arrangements developed and tested</p> <p>2.1 Appropriate land titling procedures possible under existing legislations/regulations developed, tested, and documented</p>	<ul style="list-style-type: none"> • IEC and advocacy strategies launched • Stakeholder consultation on results of testing of alternative methods developed under the project; • Consensus on recommended improvements and draft implementing guidelines prepared by agencies concerned; • Orientation conducted for users and implementing units of the guidelines; • Results of implementation reviewed and documented for further improvement. • Replicable procedures for large scale land registration that are simplified, streamlined, cost effective, gender sensitive and acceptable to the community are developed, tested, documented and put in place • Increased number of formal land transactions as a result of title issuance • Reduced cost and time for land related transaction • Draft implementing orders prepared to mainstream improved systems and procedures developed within current legal framework • Existing titling practices and procedures, including any barriers to efficient, effective, community acceptable title registration (including gender related issues) assessed and documented by end 2001 • Inventory of land records and establishment of land records database completed by mid 2003 • Procedures developed, tested and documented for producing and 	<ul style="list-style-type: none"> • Reports and documentation of workshop results; • Copies of implementing orders/guidelines • M and E reports • Manual of Operations/Procedures • Pilot reports • TA reports • CBME reports • Meetings/workshops/consultations documentation • Draft implementing orders • Evaluation reports, TA reports, Documentation of workshops and meetings • Inventory report, land records database manual, running/operational computer based land records database system • Manual of procedures, best practice 	<ul style="list-style-type: none"> • Different agencies can cooperate via the OSS and with the communities to issue land titles expeditiously and can agree to improvements in methods/processes • Required funding will be made available and on time • Key agencies are willing to give access to records
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<p>2.2 Best practice procedures for land title registration and records management that require legislative amendments or major institutional reform identified and documented for consideration by policy makers for the long term LAM Program</p>	<p>updating Cadastral Index Maps by</p> <ul style="list-style-type: none"> - Hand drawn method , mid 2002 - Scanning, end of 2003 - Orthophoto, mid 2004 <ul style="list-style-type: none"> • Approaches and procedures for Survey Control Establishment developed, tested and documented by 3rd quarter 2002 • Approaches and procedures for Cadastral Survey developed, tested and documented by mid 2004 • Alternative approaches to adjudication and title issuance that are sensitive to all gender concerns developed, tested and documented in coordination with key agencies and stakeholders by end 2003 <ul style="list-style-type: none"> - Homestead patent issuance by end 2001 - Free patent issuance (current legislation) by end 2003 - Free patent (possible amendments) mid 2004 - Mass judicial titling (agricultural), 3rd quarter 2003 - Mass judicial titling (residential/urban) end of 2003 • Problems, issues and barriers encountered in the development and testing of improved accelerated approaches identified, documented and potential solutions proposed by end 2002 • International best practice systems 	<p>guidelines, M and E reports, TA reports, minutes of meetings and workshops</p> <ul style="list-style-type: none"> • Manual of Procedures, Best Practice guidelines, M and E reports, TA reports, minutes of meetings and workshops • Manual of Operations, Best Practice Guidelines, M and E reports, TA reports, minutes of meetings and workshops, approved Cadastral maps • Manual of Operations, Best practice procedures, M and E reports, TA reports, minutes of meetings and workshops, land titles issued (where processes are completed) • Evaluation report of outcomes, problems, issues, lessons and recommendations for streamlining; TA reports, documentation of workshops/meetings/consultations 	<ul style="list-style-type: none"> • Proposed amendment to Free Patent Law passed within 2003 • Office of Solicitor General cooperates fully
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<p>2.3 Procedures developed and tested for gender sensitive stakeholder participation and customer relations services for land administration, the OSS and other PIO1 activities</p>	<p>and procedures in land titling and associated land records management identified and proposed as options for the long term LAMP by 1st quarter 2003 describing the institutional, legislative and other changes that will be necessary before testing can be commenced</p> <ul style="list-style-type: none"> • Communities aware of project objectives and activities and are participating fully in all related activities, agencies/staff have stronger customer focus; improved customer relations; M and E involving the community in place; • Alternative strategies to increase community awareness and ensure equal opportunities for men and women in participating in land titling and land related transactions developed, implemented, evaluated and documented by mid 2004; • Training courses, workshops for stakeholders to include gender awareness/analysis and participatory processes designed, conducted, evaluated and documented throughout the project life • Strategies for community based participatory feedback mechanism to assess LAMP strategies developed, implemented, evaluated and documented by end 2003 • Strategy for client service in the community and OSS developed, implemented, evaluated and documented by end 2003 	<ul style="list-style-type: none"> • TA reports, documentation of stakeholder workshops/consultations, proposals for legislative reforms required documented and endorsed to PMO • Community surveys, staff surveys/appraisal, review of M and E system • Strategy paper, M and E reports, Pilot evaluation reports; TA reports; documentation of stakeholder workshops/consultation meetings • Documentation and evaluation of training/workshops conducted • CBME design, documentation and evaluation reports, outcome reports from CB M and E • Strategy paper, M and E reports, exit surveys, CBME reports 	
<p>2.4 Systems and institutional collaboration in land administration supported by simplified and streamlined procedures in an improved</p>	<ul style="list-style-type: none"> • One Stop Shop model developed with the agreement of key agencies and stakeholders by 1st quarter 2002 • OSS established with appropriate 	<ul style="list-style-type: none"> • Agency agreements on the OSS Operations Manual, minutes of meetings/workshops/consultations, 	

<p>customer oriented environment developed and tested</p>	<p>facilities and equipment and trained staff by 2nd quarter 2002</p> <ul style="list-style-type: none"> • Updated and sex-disaggregated land records management system and database established and maintained and all agencies operating within the OSS linked electronically to the database by end 2003 • CIM introduced into ROD registration processes/systems by end 2003 • Simplified and streamlined procedures for land transactions in the OSS responsive to all gender needs designed, agreed, implemented and documented by end 2003 • (reduced transaction cost and time to complete land transactions) • Improved customer satisfaction in the services • Gender sensitive training programs for OSS operations designed, conducted, evaluated and documented throughout the project life • Performance and operations of the OSS designed, implemented and documented • OSS sustainability plans prepared, agreed among agencies, and tested by end of 2004 • Recommendations for long term LAM on OSS operations documented and available by end 2004 	<ul style="list-style-type: none"> • Operational OSS, M and E reports • Operational database system, database Manual, M and E reports • Manual of Procedures, Records of transactions using CIM, M and E reports • Manual of Procedures/Operations, M and E reports, documentation reports, front desk operations report • Training design, documentation reports, M and E reports • Documentation reports of stakeholder workshops, exit surveys, M and E reports • Documentation reports of stakeholder workshops, M and E reports • Sustainability plan, MOA among agencies, M and E reports • Documentation of OSS experience, lessons learned and 	<ul style="list-style-type: none"> • Key agencies are willing to cooperate
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<p>3. Systems, procedures and associated institutional and administrative arrangements for improved land information management that will allow access to land records information and services developed and tested</p> <p>3.1 Improved procedures for the detection and prevention of double, overlapping titles and identification of missing titles developed, tested and documented</p>	<ul style="list-style-type: none"> • Increased volume of formal land transactions within the Quezon city prototype • Procedures in place (possible under existing system and policies) and utilized by relevant agencies for early detection of double and overlapping titles and identification of missing titles • Procedures in place (possible under existing legislation) and utilized by communities and clients within the prototype for early detection of fake, double and overlapping titles • Reduced transaction cost and time in land registration within the prototype barangays • Legislative proposals identified to improve detection and resolution of fake, double and overlapping titles and the efficient reconstitution of missing titles • Draft implementing orders prepared to mainstream improved systems and procedures developed within current legal framework • Land records are sex disaggregated to determine level of access of women and men to land ownership. • Mechanism installed to identify conjugal properties from exclusive properties of husbands or wives. • By the end of 2003, three alternative methods of Cadastral Index Map production have been developed, tested and documented • Efficient system for cross indexing land records that will detect and prevent double, overlapping titles, identify missing titles and update records in place by end of 2003 • Agencies and other clients have access to system of cross index and 	<p>recommendations for long term LAM</p> <ul style="list-style-type: none"> • Transaction comparison against baselines • Manuals of Procedures • Exit surveys and client satisfaction surveys • Sex-disaggregated land transactions • Reports on comparison of methods • Operations Manuals/Guidelines for cost effective methods and procedures • Project records, activity evaluation reports 	<ul style="list-style-type: none"> • Agencies are willing to cooperate on the testing of institutional arrangements • Officials and staff of agencies are open to change that will allow the testing to take place • Any required change in law will be supported by agencies and forwarded to relevant bodies for consideration • Sufficient records exist in the agencies or are held by the public to allow determination on the quality of significant number of titles over the area • Significant numbers of title holders
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<p>3.2 Systems and institutional arrangements for a streamlined, efficient, cost effective and gender sensitive delivery of land transaction services and associated information developed, tested and documented</p>	<p>utilizing this for detection of double, overlapping and missing titles by end of 2004</p> <ul style="list-style-type: none"> • By end of 2004, all available titles in the prototype have been cross indexed • Alternative procedures for Field Validation (FV) of land records evaluated and documented • Land records secured from FV utilized in the reconstitution of missing records in ROD and plans in DENR • Improved approaches in administrative reconstitution developed, tested and documented • By end of 2004, CIM is being utilized by ROD as a spatial reference for land transaction <ul style="list-style-type: none"> • Improved access by the public to better and consistent set of land related information • By the end of 2003, OSS is established and operating efficiently • Time for land transactions reduced to an average of two weeks • Reduced transaction cost (transportation) by the clients by an average of at least 50% • Increased customer satisfaction in the services • OSS sustainability plans prepared, agreed by concerned agencies and implemented by end of 2004 • Performance of OSS evaluated, procedures documented, lessons identified, and recommendations made for the long term LAM Program • Women and men have equal access to land administration services • Data on land title holders are sex disaggregated to determine presence of gender disparity. 	<ul style="list-style-type: none"> • Project records and observations • OSS/agency records • Customer surveys • Comparisons against pre-OSS baselines • Sustainability plan and MOA to implement plan • Project reports • Documentation of experiences, lessons and recommendations for the long term LAM 	<p>needing reconstitution are residing in the prototype area</p> <ul style="list-style-type: none"> • Other agencies accept the CIM as the base map <ul style="list-style-type: none"> • Change in leadership within other agencies will not weaken their support to OSS
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<p>3.3 Community participation and customer service strategies to support outputs 3.1 and 3.2 and the long term LAM Program developed, tested and documented</p> <p>3.4 A National Land Records Management Strategy formulated, based on lessons learned from Outputs 3.1, 3.2, 3.3 and PIO1</p> <p>4. Project management, implementation, monitoring and evaluation in place</p>	<ul style="list-style-type: none"> • Communities within the prototype aware, gender-sensitive and actively participating in project activities by end of 2003 • Land related issues identified by the communities and elevated to appropriate authorities for possible resolution within the scope of the Project • Improved and gender-responsive customer services/relations within the OSS • Community core groups formed and capacitated to resolve specific land related issues in the prototype area • Improved awareness of other stakeholders within the prototype area • Relevant policy reforms communicated to different stakeholders and support generated • Strategy developed and agreed by all relevant stakeholders and GOP with budget requirements, action plan and schedule • Actions not requiring changes in policies and laws are implemented • Efficient and effective management systems in place (project achieving outputs and objectives, and implementing activities to schedule) • M and E system in use able to collect information needed for gender responsive project management, assessing impacts/service delivery/stakeholder perceptions, and learning lessons for the next phase • Strategy and framework developed and in place to ensure active 	<ul style="list-style-type: none"> • Report of CBM and E • Documentation reports of community based activities • Project records on the effectiveness of IEC materials produced and disseminated • Documentation reports on the number of community networks tapped and mobilized for CRS and other project activities • Documentation reports on various stakeholders workshops conducted • Project records on the number of community consultations and dialogues conducted • Strategy document • Stakeholders' comments on the draft strategy • Workshop reports • Project reports • Agency implementing orders and issuances and reports on compliance • Assessments of project systems, outputs and activities by the QAP (and Joint Missions) • Review of M and E framework, methods and outcomes • Project records and reports • Review of participation strategy and framework and its outcomes • Consultation reports with relevant 	<ul style="list-style-type: none"> • Positions of relevant agencies on the status of the prototype area remain consistent and unified • Unfavorable court decisions affecting significant portions of the communities within the prototype area will not undermine credibility of the project • Concerned agencies will support implementation of actions not requiring changes in legislation • GOP participating agencies and staff sustain interest and the capacity to participate effectively in the project • Development partners, GOP, WB and AUSAid continue to work together effectively
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<p>4.1 Project offices established (PMO, PIO1, PIO2) with efficient, effective, gender sensitive and accountable project administration and management systems in place</p>	<p>participation of women and men-members of civil society in land administration and management</p> <ul style="list-style-type: none"> • Agency staff trained with the skills necessary for project implementation (number by type of training, agency and sex) • Project Offices fully staffed and equipped to perform roles in project implementation, and hiring is based on competencies and not on gender stereotypes • Project organization well defined and linkages, relationships, and accountabilities clearly established • Support systems for gender sensitive project administration (financial, procurement, administrative) in place and operating effectively to serve the needs of project implementation • Human Resources Management systems (HR inventory and planning, HR information, recruitment and selection, induction and orientation, performance assessment, benefits and awards) in place, made gender sensitive and operating effectively to serve the needs of project implementation 	<p>stakeholder groups, NGOs, Pos/CBOs</p> <ul style="list-style-type: none"> • Project training records and evaluations • Manuals developed, project reports and records 	<ul style="list-style-type: none"> • Adequate and appropriate staff are provided by GOP/partner agencies for project implementation • Key agencies appreciate the LIL nature of the project
<p>4.2 Mechanisms in place for securing participation of relevant agencies in different aspects of project implementation</p>	<ul style="list-style-type: none"> • Interagency bodies established and providing inputs to project (LAGs, TWGs, etc.) • Issues related to agency participation in project are discussed and resolved • Task Force/TWG performing oversight functions to project • High level policy support is provided in the discussion of sensitive issues and in pushing for reforms 	<ul style="list-style-type: none"> • Records of discussion with agencies • MOAs • Task Force/TWG minutes of meetings • Directives/issuances by agencies 	

<p>4.3 Project monitoring and evaluation systems and procedures established and continuously improved</p>	<ul style="list-style-type: none"> • M and E procedures manualized and sex-disaggregated • Progress/assessment reports prepared and submitted regularly to project management and key oversight agencies • Reports are utilized by project management for decision making • Lessons are documented and presented to project stakeholders • M and E built into operational units' functions • Sex-disaggregated Impact/service delivery/stakeholders perceptions assessed • Key agencies understand the M and E framework and how to utilize them • Sufficient baseline information established for adequate evaluation • M and E framework and system developed and functioning to capture lessons, recommendations and inputs to the design of the long term LAM Program 	<ul style="list-style-type: none"> • M and E framework document • Periodic assessments and feedback of information • Project reports and records • M and E Process Evaluation • Monitoring reports • Activity evaluation reports, documentation of lessons learned workshops • M and E Process Evaluation reports • Perception studies, field reviews, social assessments, CBM and E • Formal and informal feedback of the oversight agencies • Baseline studies • M and E Framework 	<ul style="list-style-type: none"> • Civil society groups will sustain their interest in land administration and management issues
<p>4.4 A framework and strategy developed for the active participation of civil society in land administration and management</p>	<ul style="list-style-type: none"> • Strategy and framework formulated and implemented • Civil society actively participating in various aspects of land administration and management as a result of strategy implementation • Increased civil society initiatives related to land administration and management • Recommendations developed for participation of civil society in long term LAM 	<ul style="list-style-type: none"> • Strategy/framework documentation • Reports of consultations with civil society groups • Reports on civil society activities related to land administration and management 	

<p>4.5 Project personnel and key collaborators trained in the skills required for successful project implementation</p>	<ul style="list-style-type: none"> • Skilled project, agency staff and key collaborators • Relevant training plan with appropriate objectives, content and methods • Participants' reactions, post training utility/relevance • Number of staff trained (by sex, agency, position, etc.) 	<ul style="list-style-type: none"> • Consultation with participants • Training files and reports • Training impact evaluation 	
<p>5. Next phase of the longer-term LAM Program designed using project outcomes and experiences</p>	<ul style="list-style-type: none"> • Detailed design of next phase agreed by key stakeholders and documented • Design informed by socio economic and land tenure analysis 	<ul style="list-style-type: none"> • Design document • Copies of relevant studies/reports 	<ul style="list-style-type: none"> • The implementation of the first phase will be successful • The GOP, WB and other donors will continue to support the long term LAM Program
<p>5.1 Special studies conducted to provide key information to Project Design</p>	<ul style="list-style-type: none"> • Land tenure status throughout the country assessed by August 2003 • Land markets study conducted and completed by July 2003 • National Training Needs Assessment conducted and completed by June 2003 • Relevant research studies identified, conducted and completed by September 2003 	<ul style="list-style-type: none"> • Study results/reports • Review of study methodology findings • Observations of land tenure database and system in use • Training files and records 	<ul style="list-style-type: none"> • Results of the study will be sufficient to design the next phase
<p>5.2 Next phase of the long-term LAM designed based on substantial learning and experience from the Project</p>	<ul style="list-style-type: none"> • Detailed design of next phase agreed upon by key stakeholders by end of September 2003 	<ul style="list-style-type: none"> • Design document • Minutes of workshops/meetings and stakeholder feedback on the design 	

APPENDIX 2

BAG Holy Spirit Logical Framework

BAG LOGICAL FRAMEWORK

Narrative Description	Indicators (sukatan ng tagumpay)	Means of Verification (pamamaraan para masukat)	Assumptions
<p>Goal</p> <p>Mapataas ang kakayahan ng samahan ng mga naninirahan sa pamagitan ng pagbuo, paghimok, pagsasanay at pagtulong sa komunidad na kumilos at makibaka upang ang mga lupang maaaring ipamahagi ay makamtan at magamit sa paninirahan at kalakal.</p>	<p>Established and organized HOAs</p> <p>Pagdami ng mga CMP at NGC programs</p> <p>Naipatupad ang PHASE LADP at naipamahagi ang titulo</p> <p>Nabawasan ang mga nabibiktima ng mga sindikato</p> <p>Naging mulat ang mga benepisyaryo sa katotohanan ng proyektong palupa (NGC, CMP, LAMP)</p>	<p>Consultation meetings and reports ng mga HOAs at pederasyon ng mga ito</p> <p>Dokumento ng mga HOAs (katitikan, rehistrasyon)</p> <p>Talaan ng pamahalaan, HOAs, NGOs at barangay</p> <p>Barangay reports (legal office o lupon tagapamayapa)</p> <p>FGD reports at interview schedules</p>	<p>Tuloy-tuloy na suporta ng national at lokal na pamahalaan</p> <p>Updated at consistent (parepareho) ang talaan ng mga ahensiyang may kinalaman sa palupa</p>
<p>Purpose</p> <p>Igiit ang karapatan ng mga qualified beneficiaries na magkaroon ng sariling lupa na isinasalang-alang ang pantay na karapatan ng mga kababaihan at kalalakihan</p> <p>Mapataas ang kamalayan ng komunidad tungkol sa</p>	<p>Contract to sell (CTS), Deeds of absolute sale (DOAs), titulo ng lupa ay kapwa nakapangalan sa lalaki at babae (para sa conjugal properties)</p> <p>Pumaloob ang mga tao sa proyektong palupa ng</p>	<p>HOA records</p> <p>Community Development Plan ng HOAs</p>	<p>Sumusuporta ang mga ahensiya sa pantay na karapatan ng lalaki at babae sa usaping lupa at bahay</p> <p>Ang mga HOAs ay kusang nagbibigay ng impormasyon</p>

Narrative Description	Indicators (sukatan ng tagumpay)	Means of Verification (pamamaraan para masukat)	Assumptions
<p>usaping palupa at maipagtanggol ang sarili sa mga sindikato sa palupa</p> <p>Isulong ang mabilis at maayos ng proseso ng pagpapatitulo sa lupa sa pamamagitan ng pagtukoy sa mga lehitimong may ari ng lupa</p>	<p>gubyrno Kaalaman sa IRR at RA 7279</p> <p>Mataas na bilang ng transaksyon sa OSS at BILIS Dami ng HOAs na nabigyan ng oryentasyon sa BILIS at OSS</p>	<p>FGD and consultation meeting reports ng HOAs</p> <p>OSS at BILIS Query Reports OSS and BILIS community orientation reports</p>	<p>hinggil sa kanilang lupa</p> <p>Full operation ng One Stop Shop at BILIS</p>
<p>Programs</p> <p>1. Improve community awareness on land and housing issues and the means to resolve them</p> <p>1.1 Pagsasanay ng mga pamunuan at kasapian ng HOAs</p> <ul style="list-style-type: none"> - legal land issues - land laws - Implementing Rules and Regulations (IRR) - processes - fake titles - land records - gender issues 	<p>Naipatupad ang mga pagsasanay HOAs nagsasagawa ng mga pulong</p>	<p>Training reports and documents Minutes of HOA consultation meetings</p>	<p>May resources (pondo, kagamitan, resource persons etc.)</p>

Narrative Description	Indicators (sukatán ng tagumpay)	Means of Verification (pamamaraan para masukat)	Assumptions
<p>1.2 Info campaign</p> <ul style="list-style-type: none"> - rights of beneficiaries - gender issues 	<p>Dami ng mga kasapi ng HOAs na sumusuporta sa pantay na karapatan ng lalaki at babae sa usapin ng palupa at pabahay</p> <p>Dami ng mga isyu na nabigyang pansin</p>	<p>FGDs at consultation meetings ng HOAs</p> <p>Survey</p>	<p>May pondo</p>
<p>1.3 BILIS/OSS Advocacy</p>	<p>Mataas na bilang transaksyon</p> <p>Dami ng mga isyu na nabigyang pansin</p>	<p>BILIS at OSS Transaction Reports</p>	<p>Tuloy tuloy ang operasyon ng OSS at BILIS</p>
<p>1.4 LARA Advocacy</p>	<p>Dami ng mga taong sumusuporta sa pagsulong at pagpasa ng LARA</p> <p>Pasado ang LARA sa Kongreso</p>	<p>Survey</p> <p>Consultation meetings</p>	<p>Prayoridad ng Kongreso at administrasyong GMA ang LARA</p>
<p>2. Promote transparency in awarding of land to NGC beneficiaries</p>	<p>Publicly announced and held ang awarding</p>	<p>Media reports</p> <p>Public postings</p> <p>Photo documentation</p>	<p>Ipatatupad ng pamahalaan ang pangakong mamigay ng lupa para sa benepisyaryo</p>
<p>3. Establish linkages with organizations , agencies, individuals to address land related concerns</p> <p>3.1 Identify specific land issues</p>	<p>Natukoy ang mga partikular na isyu</p>	<p>Katitikan ng mga pagpupulong ng BAG at iba't ibang HOA</p>	<p>Mayroong suporta mula sa QC-LGU</p>

Narrative Description	Indicators (sukatán ng tagumpay)	Means of Verification (pamamaraan para masukat)	Assumptions
<p>3.2 Identify organizations who can act/help resolve issues</p> <p>3.3 Establish coordination mechanisms</p> <p>3.4 Strengthen BAG</p> <p>4. Promote more efficient and responsive processing of titles through ID of legitimate owners and problematic parcels and the resolution thereof</p> <p>4.1 BAG to validate data base in BILIS and</p>	<p>Natukoy ang mga organisasyon...</p> <p>Mayroong mekanismo para sa koordinasyon at ugnayan ng mga samahan, NGO at pamahalaan</p> <p>Regular na pulong Mataas na partisipasyon ng mga lider at kasapian Bilang ng mga isyung pang-kasapian, pang-samahan at pang-komunidad na naresolba</p> <p>Mayroon nang ExeCom at mga komite (Screening committee, CBM&E committee)</p> <p>Nagampanan ng BAG ang papel sa pagtataguyod ng</p>	<p>Katitikan ng pulong ng BAG ExeCom</p> <p>Katitikan ng pulong ng mga samahan, NGO at ahensiya ng gobyernong natukoy ng BAG ExeCom</p> <p>Katitikan ng mga pulong</p> <p>CBM&E reports</p>	<p>Updated CIMs provided by LAMP</p>

Narrative Description	Indicators (sukatan ng tagumpay)	Means of Verification (pamamaraan para masukat)	Assumptions
<p>assess utility of BILIS</p> <p>4.2 Mobilize community member/HOAs in coordination with agencies and other organizations to address Identified land issues</p> <p>5. Strengthen BAG</p> <p>5.1 Identify specific concerns of BAG</p> <p>5.2 Recruit and screen new members</p> <p>5.3 Continuing orientation program</p> <p>5.4 Training of members</p> <p>5.5 Strengthen execom and committees</p> <p>5.6 Source funds and resources for planning</p> <p>5.7 Planning, M&E activities</p>	<p>BILIS Updated records</p> <p>Land related issues identified and resolved through BILIS</p>	<p>CBM&E reports</p>	<p>All BILIS transactions are logged and recorded</p> <p>Presence of resources (pondo, equipment, personnel)</p> <p>Agencies are supportive</p>

APPENDIX 3

Sex-disaggregated Data on Land Titleholders in PIO2 Five Prototype Barangays

Appendix 3: Sex-Disaggregated Data on Land Titleholders in PIO2 Prototype Barangays

total number of TCTs		35073
Titled to Individuals*	11403	
Jointly owned (different types: male-male; female-female; male-female**)	5856	
Company owned	17689	
Total	34948	
Titled to Individuals*		
female	5598	49%
male	5805	51%
	11403	100%

* Can't segregate individually titled conjugal properties

** Can't determine if conjugal properties

APPENDIX 4

Gender Map of Land Titleholders in holy Spirit