Annex I
Project Completion Report (PCR) Stakeholder Workshop Design
SEAMEO-INNOTECH, September 2nd-3rd, 2004

Background:
Phase 1 of the Land Administration and Management Project (LAMP) is due for completion at the end of 2004, and project completion report (PCR) will be prepared. As an initial step in the preparation of the PCR, LAMP is holding a workshop with key stakeholders to gather their views on project implementation, discuss project performance and assess likely impacts and sustainability. AusAID requires that the preparation of project completion reports commence with ...*an in-country workshop of stakeholders to gather views, data, clarify issues and engender ownership* (AusGUIDElines, September 2003).

Workshop objectives:
The proposed PCR Stakeholder Workshop has the following objectives:
o To identify/validate the impacts (benefits and costs) of the project;
o To validate key lessons identified during project implementation (and identify any additional lessons);
o To consider the handover arrangements/transition strategy;
o To consider the sustainability of project benefits, outputs and outcomes, and propose/agree the requirements to maximize LAMP sustainability; and
o To rate LAMP performance in a number of key areas.

Workshop outcomes:
By the end of the workshop it is expected that the following will have been achieved:
o Project impacts will have been identified/validated and documented, to augment evaluation information collected through the LAMP M&E system;
o Key lessons will have been agreed and validated by the appropriate stakeholders;
o Handover/transition strategies will have been considered and options documented;
o The key elements of a sustainability strategy will have been determined (for those outputs/outcomes unlikely to be supported in the next phase of assistance); and
o Implementation performance will have been rated by the stakeholders concerned, and the key considerations for the rating decision documented.

The findings and information arising out of the workshop will be the basis for the preparation of the PCR.

Workshop participants:
Invited participants include representatives from: project management and implementation staff, the partner agencies (DENR, LRA/ROD, DAR, DOF, LGUs), beneficiaries, basic sectors, NGOs, NEDA, FASPO, DBM, AusAID, the World Bank, the Australian Managing Contractor (AMC) of the AusAID bilateral technical assistance, and key technical advisers.

Workshop process:

The workshop will commence with a brief presentation of LAMP objectives and components, its achievement of outputs/outcomes, its (likely) development impacts, and LAMP key lessons and conclusions. The design of the next phase of support will also be summarized. This will provide the context for subsequent discussions, and help familiarize participants with the larger project.

Workshop participants will be divided into 5 working groups to consider:
o Project impacts (benefits and costs, and the distribution of these amongst various social groups);
o Key lessons learned as a result of the project;
o Handover/transition options to ensure a smooth transition from LAMP I;
o The key elements of a sustainability strategy (especially for those outputs/outcomes not supported in the next phase of assistance) with focus on financial, technical and institutional sustainability;

After each session there will be a plenary discussion.

On Day 2, participants will again divide into working groups to consider key performance issues, and make performance ratings based on the background information provided and their own assessments. The organizers have endeavored to select appropriate stakeholders for each of the issues of concern. The performance issues to be covered during the workshop, are as follows:
o The management and contracting arrangements;
o The quality of project objectives (appropriateness, logic, clarity and realism);
o Project achievement against performance indicators and targets;
o The likely overall development impact of the project;
o The impact on poverty;
o The impact on the environment;
o The gender impact of LAMP;
o The balance of benefits and costs;
o The project's value for money (efficiency);
o The monitoring and review (evaluation) arrangements;
o The effectiveness of technical assistance, training and capacity building;
o The risk management arrangements;
o Project coordination;
o The performance of the Government of the Philippines (oversight agencies and DBM);
o The performance of the partner agencies (DENR, LRA, DAR, DoF, LGUs);
o The performance of AusAID;
o The performance of the World Bank;
o The performance of the AMC;
o The involvement of the recipients/beneficiaries;

Each working group will be led by a key stakeholder who will present relevant background information that will be of value to the groups in their deliberations (prepared in advance by the project). Each group will review and discuss this background information, and subsequently rate implementation performance. A documenter will be provided to each group to document the key considerations upon which the group's rating was based. Ratings will be posted at the workshop, and will be discussed in plenary at the end of Day

2. The draft documentation on the rating rationale will be available to the participants approximately one week after the workshop.

Five of these small working groups will take place concurrently, rating 5 different areas of project performance. The performance ratings from each of the small groups will be discussed in plenary at the end of the day.

Workshop duration:
The PCR Stakeholder Workshop will take place over two days.

Workshop location:
The workshop will be held at SEAMEO-INNOTECH in Manila.

PCR STAKEHOLDERWORKSHOP

TIME	DESCRIPTION OF SESSION	OBJECTIVES	OUTCOMES	APPROACHES
9.00	**Welcome** and opening address			
9.15-9.30	**Introduction** and explanation of workshop (Brenda Batistiana)	To introduce the workshop program, what we want to achieve and how we plan to go about it	Broad agreement on the workshop sessions, workshop approach, and expected outcomes	Quick presentation by Facilitator and plenary discussion. Handout of background information to be used for each workshop session (for those who have not already received it).
9.30-10.15	**Summary description of LAMP** (Usec Manuel Gerochi)	To briefly present LAMP, objectives, achievements, key outcomes and impacts (actual or likely), conclusions and key lessons, and synopsis of Phase II design.	Participants will have been provided contextual information for subsequent discussions. Increased familiarity with the larger project.	Brief *Powerpoint* presentation. Plenary discussion/clarification, as required. .
10.15-10.30	**Morning break**			
10.30-12.00	**Workshop Session 1** **LAMP Impacts (current and expected)** (Brenda Batistiana)	To validate and consider the significance of a range of pre-identified impacts of LAMP activities. To identify any additional outcomes or impacts (positive or negative). To assess the distribution of impacts amongst various stakeholders or social groups.	A validated list of project impacts. An understanding of the distribution of these impacts.	Workshop participants will be divided into 5 smaller working groups. Each group will first consider the validity and comprehensiveness of a list of project impacts. Any additional impacts should be added to the list. Groups will then rate the significance of each impact (High, Med, or Low). Groups will then consider how the *high* significance impacts are distributed amongst different stakeholders/social groups. One group will be invited to report back to the plenary and a brief plenary discussion will follow. The findings and ratings of each group will collected for analysis and use in

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				preparation of the PCR.
12.00-12.45	**Lunch**			
12.45-13.45	**Workshop Session 2** **Key lessons** (DED Danilo Antonio)	To validate key lessons identified during project implementation /evaluation (and identify any additional key lessons).	A validated list of LAMP's key lessons learned.	The 5 working groups will first consider the validity of a list of key LAMP lessons. Any other important lessons should be added to the list. One group will be invited to report back to the plenary and a brief plenary discussion will follow. Any additional lessons (or rejected lessons) will be recorded and reported in the PCR.
13.45-15.00	**Workshop Session 3** **Handover and transition strategy** (Genevieve Padilla) Co-facilitators: o Alwynn Javier o Brian Garcia o Folay Eleazar o Henry Pacis o Lina Isorena	To determine the requirements for effective transition in each of five key areas of LAMP activity.	A preliminary listing of handover/transition requirements from which to develop the handover and transition strategy.	After a brief plenary presentation of the broad handover/transition issues, each of 5 working groups will consider the handover/transition requirements in one of five areas: o Reform/policy o Systematic titling o Records management o Operation of the OSSs o Valuation (Groups will be reformed to best make use of expertise available) Each group will be invited to post their results and a brief plenary discussion will follow. All findings will be recorded and considered in the finalisation of the handover/transition strategy.
15.00-15.15	**Afternoon break**			
15.15-	**Workshop Session 4**	To consider the sustainability of	The elements of a	After a brief plenary defining/explaining

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16.15	**Sustainability** (Brenda Batistiana) Co-facilitators: o Alwynn Javier o Brian Garcia o Folay Eleazar o Henry Pacis o Lina Isorena	project benefits, outputs and outcomes, and propose/agree the requirements to maximize LAMP sustainability.	sustainability strategy will have been identified. LAMP sustainability will have been rated	sustainability (financial, technical and institutional), each working group from the previous session will examine the issues of sustainability in their group's area: o Reform/policy o Systematic titling o Records management o Operation of the OSSs o Valuation The emphasis will be to identify areas of concern in terms of financial, technical and institutional sustainability. Groups will recommend options to address important sustainability concerns. Each group will then rate LAMP sustainability (in their area). Ratings will be posted and a brief plenary discussion will follow. All findings will be recorded and considered in the preparation of the PCR.
16.15-16.30	Recap of Day 1 outcomes and conclusions – ensuring they are clearly captured. (Brenda Batistiana)			
16.30	Thanks and closure of Day 1.	.		
Day 2				
9.00-9.15	Welcome and introduction to Day 2 (Marlyn Siapno)	To introduce the program for Day 2 of the workshop. To explain the common rating procedures to be used by working groups for each of the key areas	Understanding of the program and workshop procedures.	Quick presentation by Facilitator and plenary discussion. Handout of rating forms. The composition of groups will be required to change in each session to

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		of project performance.		ensure appropriate stakeholders are involved in the performance ratings.
9.15-10.15	**Workshop Session 5** (Marlyn Siapno) **Performance ratings** Groups: o Project objectives (Brenda Batistiana) o Management and contracting arrangements (Letty Guillermo) o Project coordination – PCC (Genny Padilla) o Project coordination – Task Force (Eric Lazarte) o Risk management (Kevin Serrona)	To rate LAMP performance in key areas of management, implementation and impacts.	Performance rating completed (based on stakeholder discussion and consideration of background information). Key reasons/considerations for the rating documented.	Each working group will be assigned a facilitator and documenter. The facilitator will briefly present relevant background to the group. Performance will be discussed and the group will rate LAMP performance using the pre-prepared A3 rating forms. The documenter will record the key considerations in making the rating. Ratings will be posted for review at the end of the day.
10.15-10.30	**Morning break**			
10.30-11.30	**Workshop Session 6** **Performance ratings (continued)** Groups: o Project achievement against indicators/targets (Genny Padilla) o Overall development impact (Letty Guillermo) o Poverty impact (Eric Lazarte) o Environmental impact (Kevin Serrona)	To rate LAMP performance in key areas of management, implementation and impacts.	Performance rating completed (based on stakeholder discussion and consideration of background information). Key reasons/considerations for the rating documented.	Each working group will be assigned a facilitator and documenter. The facilitator will briefly present relevant background to the group. Performance will be discussed and the group will rate LAMP performance using the pre-prepared A3 rating forms. The documenter will record the key considerations in making the rating. Ratings will be posted for review at the end of the day

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	o Gender impact (Brenda Batistiana)			
11.30-12.30	**Workshop Session 7** **Performance ratings (continued)** Groups: o Balance of benefits and costs (Brenda Batistiana) o Value for money (Letty Guillermo) o Monitoring and review arrangements (Kevin Serrona) o Involvement of recipients and beneficiaries (Eric Lazarte) o Effectiveness of technical assistance, training and capacity building (Genny Padilla)	To rate LAMP performance in key areas of management, implementation and impacts.	Performance rating completed (based on stakeholder discussion and consideration of background information). Key reasons/considerations for the rating documented.	Each working group will be assigned a facilitator and documenter. The facilitator will briefly present relevant background to the group. Performance will be discussed and the group will rate LAMP performance using the pre-prepared A3 rating forms. The documenter will record the key considerations in making the rating. Ratings will be posted for review at the end of the day
12.30-13.30	**Lunch**			
13.30-14.30	**Workshop Session 8** **Performance ratings (continued)** Groups: o Performance of the AMC (Genny Padilla) o Performance of oversight agencies and DBM (Kevin Serrona) o Performance of the PMO	To rate LAMP performance in key areas of management, implementation and impacts.	Performance rating completed (based on stakeholder discussion and consideration of background information). Key reasons/considerations for the rating documented.	Each working group will be assigned a facilitator and documenter. The facilitator will briefly present relevant background to the group. Performance will be discussed and the group will rate LAMP performance using the pre-prepared A3 rating forms. The documenter will record the key considerations in making the rating. Ratings will be posted for review at the

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	(Eric Lazarte) o Performance of AusAID (Brenda Batistiana) o Performance of the World Bank (Letty Guillermo)			end of the day
14.30-14.45	**Afternoon break**			
14.45-15.45	**Workshop Session 9** **Performance ratings (continued)** Groups: o Performance of DENR (Brenda Batistiana) o Performance of LRA/ROD (Kevin Serrona) o Performance of DAR (Letty Guillermo) o Performance of DoF (Genny Padilla) o Performance of the LGUs involved (Eric Lazarte)	To rate LAMP performance in key areas of management, implementation and impacts.	Performance rating completed (based on stakeholder discussion and consideration of background information). Key reasons/considerations for the rating documented.	Each working group will be assigned a facilitator and documenter. The facilitator will briefly present relevant background to the group. Performance will be discussed and the group will rate LAMP performance using the pre-prepared A3 rating forms. The documenter will record the key considerations in making the rating. Ratings will be posted for review at the end of the day
15.45-16.15	Recap of workshop findings and performance ratings – ensuring they are clearly captured. (Marlyn Siapno)	To ensure the documentation of the workshop is clear and agreed.	Clear and agreed tables and performance ratings	Review of the summary tables and ratings completed during the workshop.
16.15	Thanks and closure. (Asec Rafael Camat, Jr)	To convey the next steps in finalising the PCR		