

Annex A

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 • 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 	<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 • 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 	<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 • 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>subsequent)</p> <ul style="list-style-type: none"> • 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 land taxes and transaction fees • 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 	<p>place)</p> <ul style="list-style-type: none"> • Agency records • ROD, BIR and LGU records on collections from land related transactions • Customer satisfaction surveys <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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<p>OUTPUTS :</p> <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</p>	<p>prototype area</p> <ul style="list-style-type: none"> • 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"> • 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 	<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"> • 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
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<p>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> <p>1.3 Implementing guidelines for mainstreaming improved methods and procedures developed under LAMP issued by appropriate agencies (within current legal framework)</p>	<p>2003</p> <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 • 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 • Implementing guidelines issued by agencies concerned; • Orientation conducted for users and implementing units of the guidelines; • Results of implementation reviewed and documented for further improvement. 	<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) • Reports and documentation of workshop results; • Copies of implementing orders/guidelines • M and E reports 	
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<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"> • 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 updating Cadastral Index Maps by <ul style="list-style-type: none"> - Hand drawn method , mid 2002 - Scanning, end of 2003 - Orthophoto, mid 2004 • Approaches and procedures for Survey Control Establishment 	<ul style="list-style-type: none"> • 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 guidelines, M and E reports, TA reports, minutes of meetings and workshops • Manual of Procedures, Best Practice guidelines, M and E reports, TA reports, minutes of meetings and 	<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>developed, tested and documented by 3rd quarter 2002</p> <ul style="list-style-type: none"> • 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 and procedures in land titling and associated land records management 	<p>workshops</p> <ul style="list-style-type: none"> • 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 • TA reports, documentation of stakeholder workshops/consultations, proposals 	<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>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 	<p>for legislative reforms required documented and endorsed to PMO</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Key agencies are willing to cooperate
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<p>2.4 Systems and institutional collaboration in land administration supported by simplified and streamlined procedures in an improved customer oriented environment developed and tested</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 facilities and equipment and trained staff by 2nd quarter 2002 • 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 	<ul style="list-style-type: none"> • Agency agreements on the OSS Operations Manual, minutes of meetings/workshops/consultations, • 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 	
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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>	<ul style="list-style-type: none"> • 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 • 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 	<ul style="list-style-type: none"> • 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 recommendations for long term LAM • Transaction comparison against baselines • Manuals of Procedures • Exit surveys and client satisfaction surveys • Sex-disaggregated land transactions 	<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
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<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"> • 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 utilizing this for detection of double, overlapping and missing titles by end of 2004 • 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"> • 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"> • 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 needing reconstitution are residing in the prototype area • Other agencies accept the CIM as the base map
<p>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</p>	<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 	<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, 	<ul style="list-style-type: none"> • Change in leadership within other agencies will not weaken their support to OSS

<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>to an average of two weeks</p> <ul style="list-style-type: none"> • 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 • 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 	<p>lessons and recommendations for the long term LAM</p> <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 	<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
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<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>	<p>area</p> <ul style="list-style-type: none"> • 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 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 participation of civil society in land administration and management • Agency staff trained with the skills necessary for project implementation (number by type of training, agency and sex) 	<ul style="list-style-type: none"> • 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 stakeholder groups, NGOs, Pos/CBOs • Project training records and evaluations 	<ul style="list-style-type: none"> • 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 and accountable project administration and management systems in place</p>	<ul style="list-style-type: none"> • Project Offices fully staffed and equipped to perform roles in project implementation • Project organization well defined and linkages, relationships, and accountabilities clearly established • Support systems for 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 and operating effectively to serve the needs of project implementation 	<ul style="list-style-type: none"> • 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
<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 	<ul style="list-style-type: none"> • Key agencies appreciate the LIL nature of the project
<p>4.3 Project monitoring and</p>	<ul style="list-style-type: none"> • M and E procedures manualized and sex-disaggregated 	<ul style="list-style-type: none"> • M and E framework document • Periodic assessments and feedback 	

<p>evaluation systems and procedures established and continuously improved</p>	<ul style="list-style-type: none"> • 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 • 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 	<p>of information</p> <ul style="list-style-type: none"> • 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 	
<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 	<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 	<ul style="list-style-type: none"> • Civil society groups will sustain their interest in land administration and management issues

<p>4.5 Project personnel and key collaborators trained in the skills required for successful project implementation</p> <p>5. Next phase of the longer-term LAM Program designed using project outcomes and experiences</p> <p>5.1 Special studies conducted to provide key information to Project Design</p>	<p>management</p> <ul style="list-style-type: none"> • Recommendations developed for participation of civil society in long term LAM • 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.) • Detailed design of next phase agreed by key stakeholders and documented • Design informed by socio economic and land tenure analysis • 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"> • Consultation with participants • Training files and reports • Training impact evaluation • Design document • Copies of relevant studies/reports • 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"> • The implementation of the first phase will be successful • The GOP, WB and other donors will continue to support the long term LAM Program • Results of the study will be sufficient to design the next phase
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<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	
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