

Annex H

PCR Workshop Participants' Rating of LAMP Key Lessons¹

Systematic Titling

1. New mass titling procedures proved superior to sporadic titling for a number of reasons: (i) they bring the services closer to the community through the base camps; (ii) they are less costly to clients because the Project linked with land agencies and LGUs to provide data/documents that would otherwise have to be secured by the applicants individually; (iii) they are more streamlined and provided for delegation of approvals at the field level; (iv) they promote increased mobilization of claimants for titling, thus enabling a more organized and informed approach to registration *and it also promote transparency and credibility on the process*; (v) the titles issued are based on updated and verified records from different offices, supported by a process of field validation and validated surveys; and (vi) the *incidence* of conflicts are reduced because of the participatory processes put in place in the areas of lot surveys and validation of claimants.

Additional improvements in the mass titling procedures are needed to reduce the cost to government to acceptable levels, and to improve participation rates among landholders. *Rating : HIGH*

2. Free Patent is so far the best available methodology for mass titling. However, the governing legislation and procedures should be amended to make it more inclusive, remove restrictions, and provide benefits to vulnerable social groups. *Rating : HIGH*

3. The requirements for mass scale registration include: appropriate survey infrastructure through densification of geodetic control points, good quality cadastral surveys, and updated reliable records from the agencies that are linked to cadastral index maps. An expansion of the mass titling program would require skilled staff to undertake the new procedures in areas such as survey, systematic adjudication, community relations, community organizing, and cadastral index mapping. *Rating : HIGH*

4. Titling must be linked to broader rural development programs for the envisaged social, economic and financial impacts to be more fully realized. Adequate consideration should be given to planning, site selection, monitoring and evaluation to maximize the benefits from titling. *Rating : HIGH*

Policy Reform, Consensus Building and Partnerships

1. An effective policy formulation process in land administration and management should have the following key elements:

- Definition of problems/issues based on empirical data (e.g. policy studies)
- Adoption of long term program framework
- Leadership, accountability and participation of relevant agencies (DENR, DOF, NEDA, DOJ, DBM)
- Involvement and commitment of (*other*) high level officials (*note: Enhance to include clear responsibilities, accountabilities, plans etc.*)
- Appropriate staff, resources and procedures (e.g. monitoring, management, logistics) to oversee policy development and coordinate implementation

¹ The ratings were given by the workshop groups during the PCR. Those in italics were added inputs/suggestions during the workshop discussions.

- *Good understanding of the policy environment and stakeholders' interests*
 - Participatory process involving stakeholders
- Rating : HIGH*

2. The rationale of the reform process should be responsive to the general and specific needs and situation of stakeholders. This requirement entails an in depth understanding of the common interests of the stakeholders in general, as well as of the particular interests of each sector. (The process of consensus building (CB) calls for the identification and reconciliation of the differing interests of the stakeholders, and the identification and effective management (*qualify the process of managing conflicts*) of the conflicting and irreconcilable interests.) *Rating : HIGH*

3. *An effective CB is essential to a reform process.* To effectively implement CB, the following elements need to be in place:

- Strong partnerships among (*the national and local*) government, civil society organizations and the private sector
- A well defined *CB* strategy
- Support of the lead executing agency
- Support from the highest level of 3 branches of government
- Relevance to the core agenda of stakeholders (i.e., poverty reduction)
- Identification of champions (within) *in all three branches of government*
- *Identification of champions to push for reforms*
- *Mechanisms to create a groundswell of support (managed by basic sector)*

4. Given the highly dynamic nature of the reform environment, it pays to be flexible in the approach and in responding to changes in strategies with the right resources (budget, staff, technical assistance, and other logistical support). There should be a continuous review of the effectiveness of the strategy, and to take account of recommendations arising from the CB workshops. The CB plan should have clear provisions for each stakeholder group based on strategic prioritization of the different stakeholders. (Note: subsume in second bullet of lesson #3)

5. For partnerships to succeed there must be well-defined partnership objectives, roles and responsibilities; the contributions from each party must be clearly stated and agreed; and the mechanisms for joint planning, implementation, monitoring and evaluation should be pre-determined. In designing successful partnerships, there should be recognition of the competence and limitations of both parties, and constraints imposed by existing mandates and responsibilities.

For partnerships to grow, there needs to be a realization of mutual benefits, alignment to common agenda of both parties, and shared vision and goals. *Rating : HIGH*

Land Records and Information Management

1. Improved land records management has enormous potential for improving LGU revenue collection and stimulating activity in the land market. LGUs should play a significant role in supporting and sustaining these initiatives. However, support should be provided to build LGU capacity, and to promote best practices in records management. *Rating : HIGH*

2. Some fundamental requirements need to be in place to improve land records management. These include:

- Open and affordable public and inter-agency access to land records and information;
- Production and utilization of cadastral index maps for the Registry of Deeds and LGU to avoid duplication and overlapping of titles (*with support from DENR and LRA*);
- Complete inventory and indexing of land records;

- Validation of past land records;
- Land records database in support of Cadastral Index Mapping (CIM);
- Densification of geodetic control points *and relate all existing land records to PRS 92*;
- A strategy for records storage, retention and disposal; and
- Agency commitment to information-sharing *and adoption of strategies for improved land records*

Rating : HIGH

3. Improved land records management is necessary for detection and prevention of fake, double, overlapping, spurious titles, and detection of missing records. The required improvements include cadastral index mapping; a cross index of records, field validation, and community relations to educate the general public. These procedures have added value of providing more accurate land records information to the general public, other government agencies, and the private sector or business community. *Rating : HIGH*

4. For the long term, development of land records databases should be guided by a national strategy, and a full understanding of key agency requirements. An appropriate data management system will be required for a more extensive development. The equipment and structures will need to be fully specified, as well as work carried out on transaction rates, file sizes, etc., to determine the database capacity required.

A national standard should be developed that includes mapping, surveying, records mgt., storage, disposal, and reconstruction. Capacity enhancement of personnel on records mgt. should be addressed. *Rating : HIGH*

Establishment and Operation of One Stop Shop

1. In the absence of the enactment of the Land Administration Bill merging land related agencies, the OSS model will work only in areas where there is strong support from the heads of participating agencies, and willingness to change their internal procedures. *Agencies can not fully “cooperate” (limit participation) if rules and policies supporting such is not present.* While a MOA is important (*it is not sufficient*) of project areas in LAMP II must take into account interest, motivation and commitment of key individuals to the success of the program and to lead change. *RATING: HIGH*

2. At the operational level, a clear mandate has to be given to the OSS Manager to ensure agreements to improve agency processes are carried out. A suitable model has to be designed clearly specifying lines of reporting, supervisory arrangements, and accountabilities. *(Provided local structures are taken into account) RATING : HIGH*

3. The OSS will not necessarily result in the introduction of efficiencies in transaction procedures. Inter-agency coordination within the One-Stop-Shop should be strengthened, with the aim of improving customer orientation, streamlining agency processes through elimination of unnecessary requirements and procedures, establishing linkages among transactions, sharing a common database that contains up to date records of land transactions, providing reliable sets of land information to the public, and ensuing integrity in the system through transparent processes. *RATING : MEDIUM*

4. An effective OSS that supports LAMP requires

- Detailed descriptions of the roles and activities of participating agencies.
- Administrative guidelines defining the function and responsibilities of OSS operations.
- Clear directives and guidelines for subordinates of participating agencies to take prompt action and cooperate in service delivery.
- A framework for cooperation in project implementation, clarifying linkages and avoiding duplicate services.

- Continued training to address competency/skill requirements for inter-agency related activities in LAMP.
- Review of all land-related programmes and projects of participating agencies, to identify potential for integration of activities (any conflicts and areas of complementation).
- Progressive transfer of responsibilities to the OSS. (*Responsibilities also include accountability and authority i.e. signing*)

RATING : HIGH

5. The absence of an integrated records management structure limits the capacity of the OSS to provide complete information to customers or generate large efficiency benefits for agencies. The full potential for CIM to fast track inquiries and support administration and verification of records cannot be realized until all CIM are completed, updated and integrated into the OSS. **RATING : HIGH**

6. A team needs to be assembled to plan and manage the development for future one stop shops. Important tasks include identification of the services to be offered, seeking agreements from the agencies, assessment of agency processes (including recommendations for streamlining), linking agency processes, designing databases and computer links within the OSS (or linkages between the OSS and agency databases), training and orientation for staff, and development of a monitoring and evaluation system. Manuals and operating systems and procedures must be designed. **RATING : HIGH**

7. In designing future OSS, some key considerations include:

- The management of any future OSS – should it be independently managed or managed by one of the agencies? Manager should be appointed from within agencies, for purposes of influence and clout
- Rural and urban OSSs deal with different agencies and have distinct issues, transactions and problems relating to their geographic areas. The national strategy will need to take these factors into account.
- The LAMP I prototype only worked within 5 barangays out of 143 in Quezon City. The institutional and logistic requirements for a larger scale operation need to be studied in planning for an expansion of the PIO2 OSS.
- The setting- up of OSS in other areas where LARES will be operating should be carefully considered in light of possible overlaps arising from the changes to the original LARES design that promote similar linkages between ROD and other agencies.
- The identification and/or construction of the site together with procurement of partitions and equipment should be undertaken early in the process. *There should also be interagency participation in the design*
- Project support through cross- visits, capability building and study tours are useful interventions: they engage partners more actively in promoting the OSS concept within their agencies; they create the vision of what the future OSS should be; they strengthen agency commitment to the reforms espoused within the OSS concept; and they provide benchmarks or standards by which to assess the performance of the OSS.
- Simulation workshops and team building among staff assigned to the OSS are very useful in increasing understanding of agency processes and their relationships, identification of overlaps and opportunities for streamlining, and encouraging interest and participation. *These activities should also include all agencies and not limited to OSS staff.*
- The CIM and the cross index should be in place prior to commencement of the OSS to ensure high quality service to the clients.
- *Sustainability after project life*
- *There is a need to improve downloading procedures of finances*
- *Streamline bureaucratic procedure in transfer of funds. RATING : HIGH*

Valuation

1. The reform of the valuation system in the Philippines requires a definite commitment to change and the creation of a National Appraisal Authority to implement the reform. The number one priority for

this reform to be successful will be the transfer of powers to a statutory officer and thus remove the political influence which exists today. The separation of the valuation and assessment function from the tax rate setting function is an internationally recognized model. The independence of a professional valuation and assessment service is essential as it provides equity and fairness in the tax system. The tax policy and establishing the tax rate is for the politicians to finally decide. *Rating : HIGH*

2. The valuation reforms will provide financial savings and revenue improvements for government at all levels by removing duplication of effort and by providing benefits from a wider taxation base which will lead to improved tax collections. The findings so far from the valuation simulation study in Sta. Rosa, Laguna confirms this need without doubt. The development of better valuation standards in the GOP Agencies will in time also result in improved revenues from government owned and managed real property. Therefore the creation of an independent appraisal authority will have significant financial benefits to government at all levels. *Rating : HIGH*

3. The collection of transaction data on sales and rentals is vital to a sound real property appraisal system in both the public and private sectors. Also the public and business community needs to be aware of the market activity and the transaction details and trends are necessary for making informed investment decisions. The essential strategic direction is to establish reliable data flows on transaction details from the Registry of Deeds and the Bureau of Internal Revenue and allow the CAA and the public access to the data as well as maintaining confidentiality. *Rating : HIGH*

4. There is a need to improve the level of appraisal practice through education and training in both the public and private sectors. Along with education and training there is a need to review the regulation and licensing of appraisers. This is an important measure to put in place an improved procedure to provide a higher level of accountability and at the same time give the public confidence when engaging the services of a Licensed Appraiser in the areas of mortgage lending, financial reporting and appraising real property for property tax, compensation etc in the public sector. *Rating : HIGH*

5. The general lack of information technology applications and computer systems in the GOP agencies and the LGU's is considered an obstacle to a more efficient and cost effective appraisal and assessment practices in the Philippines. A comprehensive information technology strategy will be required together with a review of organizational needs and the adoption of national standards on data collection for the real property valuation base and similar standards for the collection of transaction data. *Rating : HIGH*

6. The valuation process is not widely understood by both the public and private sectors. Therefore a comprehensive and on going communications program is required to address these concerns by regularly informing tax payers / property owners and the general public on matters related to Real Property Appraisal practice. *Rating : HIGH*