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MEMORANDUM CIRCULAR
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**SUBJECT : Implementation Arrangements for Land Administration
and Management Project Phase 2 (LAMP2) within the DENR**

Pursuant to EO 192, EO 467, NBC 485 and in accordance with the Project Design Document (PDD), and the Loan Agreement between the World Bank and the Government of the Philippines and the Subsidiary Agreement between AUSAID and the Government of the Philippines, the following implementation arrangements for LAMP2 within DENR are hereby established for the guidance and compliance of all concerned.

Section 1. Statement of Policy

It is the policy of the DENR to mainstream all activities of foreign assisted and special projects into the regular operations of the Department in accordance with the provisions of NBC 485 and DENR DAO 2004-56 as modified by DAO 2005-20.

In consonance with the above, the participation of different DENR offices is hereby defined to ensure the fulfillment of DENR commitment to the Project as the lead executing agency, and at the same time keep with the intent of LAMP2 as the office that will catalyze the creation of the proposed Land Administration Authority (LAA), once the bill creating it is enacted.

Section 2. Overall Implementation Arrangements for LAMP2

The DENR shall be responsible for managing the following components of LAMP2: (1) policy development; (2) institutional development and capacity building; (3) tenure security; and (5) project management. It shall be primary executing agency of the project. Hence, it shall be responsible for consolidating project accounts and progress reports.

The Department of Finance (DOF), through the Bureau of Local Government Finance (BLGF) and the National Tax Research Center (NTRC) shall implement the Valuation component (component 4) of the Project, and will provide input to the valuation education and training under Component 2. The Land Registration Authority (LRA) through its Registry of Deeds (RD) offices shall play a key role in the tenure security component.

Pursuant to EO 467, series of 2005, the LAM Presidential Task Force shall serve as the National Steering Committee. It shall oversee policy development and program implementation.

Under the same EO, a Local Steering Committee (LSC), shall be established for each project province. The LSCs shall be chaired by the provincial governor and include in its membership the directors of the implementing agencies, mayors, and representatives of the civil society. The provincial steering committees shall be responsible for monitoring



progress in implementation and ensuring good coordination among the implementing agencies at the provincial and local level.

The organizational structure for LAMP2 is shown in *Annex A*.

Section 3. LAMP 2 Coordination Office and its Functions

Section 3.a. General Functions

A Program Coordination Office (PCO) within the DENR-Central Project Management Office (CPMO) structure is hereby created to oversee the day to day operations, management and coordination of all program activities, and particularly components 1, 2, 3 and 5.

The PCO shall be responsible for assisting DENR and DOF with policy and planning, technical services, coordination and implementation of component activities, establishing interagency coordination mechanisms and promoting LAMP activities through its public relations program.

Technical and administrative support to the National Steering Committee shall be provided by the PCO. The PCO shall also provide technical and administrative support to the Provincial Project Implementation Office (PPIOs) and One Stop Shop (OSS) at the field level, herein defined.

The PCO is hereby authorized to organize interagency Technical Working Groups (TWGs) to provide technical advice to relevant PCO Units. The TWGs shall serve as the review group for the various policy recommendations put forward by the different components. They shall be composed of representatives from the government, the private sector and civil society.

Section 3.b. Specific roles and responsibilities

The PCO shall:

- Establish interagency coordination mechanisms for the project, define the roles of participating entities based on existing project documents, guidance from the NSC, and agreements reached with partners; monitor and evaluate such mechanisms and recommend appropriate measures for their continued improvement;
- Develop and update a Project Management Manual which specifies the systems, procedures for managing the planning, M and E, human resource development/management, financial, procurement activities of the Project. An orientation program shall be developed and implemented to ensure all relevant project officials and staff are adequately informed of such systems and policies for smooth project operations. The PCO shall conduct a regular review of the Manual based on experience and update it accordingly.
- Based on the Project Appraisal Document (PAD), the Project Implementation Plan (PIP), Project Design Document (PDD), the Loan Agreement, Implementation Letter, and the initial Project Implementation Plan; and guidance from the NSC, prepare annual planning and budgeting guidelines for the



guidance of the Components, participating agencies, and concerned units within PCO and review and consolidate the Annual Work Plan for the project as a whole;

- Coordinate activities with all implementing entities, consultants, Department of Finance, other GOP agencies, on the one hand, and AusAID and the World Bank, on the other, to ensure successful implementation of the Project;
- Organize and carry out project activities of the PCO in accordance with the Annual Work Plan;
- Develop monitoring and evaluation systems, monitor overall progress of the project against the milestones and performance indicators established in the Annual Work Plan, identify bottle-necks and implementation problems, resolve inter- and intra-institution problems affecting implementation and facilitate execution of agreed remedial actions;
- Lead the conduct of evaluation and other special studies such as the baseline studies, mid term performance reviews, terminal evaluation, socio economic assessments, in coordination with NEDA, DENR, AusAID and the World Bank, discuss findings with relevant stakeholders, address key issues requiring action, and seek guidance on matters requiring changes in scope, direction, and targets;
- In coordination with the DOF PMO and the field implementing units, provide technical assistance in the execution of activities, resolve policy issues, and other interagency concerns;
- Lead the preparation of six monthly performance reports, and other reports as may be required by the CPMO, NEDA, DBM, PCC, NSC, World Bank, and AusAID. In this regard, the PCO shall also organize preparations for the Supervision Missions, as well as the conduct of NSC meetings;
- Ensure that project inputs, such as goods, consultants, training, public relations campaigns and civil works, and outputs, such as consultant reports, policies, procedures and physical resources are leading to the achievement of the objectives of the project;
- Obtain formal approval of the NSC, AusAID and the Bank at various stages of project implementation, as required;
- Ensure timely and effective dissemination of information about project activities to all stakeholders, including the public at large;
- Implement a framework for stakeholder participation in all aspects of project activities, ensure these are carried out by project actors at all levels, and review and monitor compliance thereto;
- Undertake a regular review of technical assistance requirements of the Project; and coordinate with the Technical Assistance Team to ensure suitably qualified Advisers are mobilized on time; ensure that counterpart assistance is available to consultants and technical advisers based at PCO/partner agencies as agreed in the respective contracts; and monitor and facilitate the work of the consultants, especially their interaction with other GOP entities; review and evaluate consultant reports and outputs, in coordination with relevant agencies;
- Identify areas where policy and legislative actions are required within the context and scope of the project and take appropriate steps to ensure that such actions are taken in a timely manner;
- Initiate linkages with other relevant programs and initiatives of the Government to facilitate complementation and support;
- In coordination with CPMO, ensure compliance with legal covenants of the Loan, including those relating to Procurement of Works, Goods and Technical



Assistance; Disbursement, Special Account, Project Accounts, Auditing, Preparation of Annual Action Plans, Semi-annual and Annual Progress Reports, Mid-term Review, etc. In particular, ensure that all expenditures out of the Loan are for eligible categories as defined in the Loan Agreement and disbursement conditions are complied with.

- Manage the operations of the Innovations Support Fund based on guidance from the NSC;
- Coordinate the work of the LTDP Team, organize stakeholder consultation and discussion with policy makers.

Section 4. Organization and Management of the PCO

Section 4.a. Undersecretary for Lands

The Undersecretary for Lands is hereby designated as the representative of the DENR Executive Committee to supervise the PCO. He/She shall provide technical and policy guidance to the Project through the PCO Executive Director. The Undersecretary has the following specific responsibilities:

- Ensure high level representation with development partners namely: AusAID and World Bank;
- In the absence of the Secretary, act as Chair of the National Steering Committee;
- Act on policy matters referred to it by the Executive Director;
- Provide guidance on the overall strategy for implementing the policy advocacy for LAM reform;
- Represent the DENR in the Project Coordination Committee
- Represent the Project in high level discussions with Congress and the members of the Executive to advance the reform agenda;
- Supervise the mainstreaming of LAMP policy and technical innovations in the regular operations of the DENR;
- Coordinate with the other officials of the DENR to ensure their participation and support to LAMP activities;
- Promote the integration of land titling program in the broader rural development programs of other departments such as DLR, DA and DSWD; and
- Monitor the overall performance of the Project, and provide advise in resolving issues brought to its attention.

He/She will provide the Secretary and the Executive Committee with regular updates on the progress of the Project, and shall alert the Secretary on matters requiring his/her attention.

Section 4.b. Executive Director

The PCO shall be headed by a Project Executive Director who shall report to the undersigned through the Undersecretary for Lands. The Executive Director shall have the following functions:

- Ensure the integration and coordination of LAMP2 with other projects and initiatives of the DENR and the Government of the Philippines that form a part of its overall land administration function;



- Act as the main liaison between the Chairman of the NSC, the NSC, AusAID and the World Bank, and obtain approvals from relevant bodies, at various stages of Project implementation, as required;
- Prepare the Annual Work Plan for the project as a whole, including the detailed activities of the PCO, based on the PAD, the Loan Agreement and Implementation Letter;
- Organize and carry out project activities in accordance with the Annual Work Plan;
- Coordinate activities with all implementing entities, consultants, on the one hand, and AusAID and the World bank, on the other, to ensure successful implementation of the Project;
- Monitor progress of each component of the project against the milestones and performance indicators established in the Annual Action Plan, identify bottlenecks and implementation problems, obtain explanations of implementing agencies regarding slippages encountered, resolve inter-institution problems affecting implementation and facilitate execution of agreed remedial actions;
- Lead the advocacy for LAMP reform, engage stakeholders in the process, and ensure the support of the Executive and Legislative branches for the passage of the proposed legislative and administrative measures to reform the LAM sector;
- Coordinate the activities of the LTP team, ensure stakeholder participation, and support for the adoption of the Plan;
- Identify areas where policy and legislative actions are required within the context and scope of the project and take appropriate steps to ensure that such actions are taken in a timely manner;
- Ensure compliance with legal covenants of the Loan, including those relating to procurement of civil works, goods and services, disbursements, Special Account, project accounts, auditing, preparation of Annual Work Plans, semi annual and annual progress reports, mid term review, etc. In particular, ensure that all expenditures out of the Loan are for eligible categories as defined in the Loan Agreement and disbursement conditions are complied with; and
- Perform other functions as may be assigned.

Section 4.c. Deputy Directors

The Executive Director shall be assisted by two Deputy Executive Directors (DED), one to be responsible for management services and another for technical services. The following are the duties and responsibilities of the DEDs

Deputy Executive Director for Management Services

- Assist the Executive Director in the management of the Project. This involves undertaking process management functions (planning, monitoring and evaluation, general administration, quality assurance) including quality assurance for the Office;
- Act as the Officer-in-charge in the absence of and as may be designated by the Executive Director;
- Make recommendations to address management issues affecting the project;
- Attend meetings on behalf and with the Executive Director
- Facilitate effective interaction between the Executive Director and his/her management team;



- Perform initial review of documents, possibly identify issues and recommend appropriate action;
- Provide management advise to the Executive Director on LAM related issues; and
- Perform other functions as may be required.

Deputy Executive Director for Technical Services

- Assist the Executive Director in the coordination of technical activities of the Project, and in providing technical support to operations; including quality assurance for the Office;
- Make recommendations to address policy and technical issues affecting the Project;
- Act as Office-in-charge in the absence and as may be designated by the Executive Director;
- Attend meetings on behalf and with the Executive Director;
- Perform initial technical review of documents, possibly identify issues and recommend appropriate action;
- Provide technical advise to the Executive Director; and
- Perform other functions as may be required.

Section 4.d. Technical Service Units

The PCO shall have Technical Service Units to manage and coordinate the activities in each project component i.e., Policy Development, Institutional Development and Capacity Building, Tenure Security, and Planning and M and E. The day to day business of each Unit will be managed by a full-time Unit Chief preferably from a regular unit of the Department. The Chief will be supported by both detailed staff (either on full or part-time basis) and personnel under contract of service.

Toward this end, relevant DENR offices with an active stake in component activities will nominate:

- appropriate detailed staff to service the needs of the Units on either a full or part time basis; and
- focal person/s to represent their agency interests at monthly Inter-Agency Technical Working Group (TWG) meetings convened by the PCO Executive Director.

The Organizational Structure of the PCO is presented in *Annex B*.

Section 5. Project Management under the Unified Project Management System

Section 5.a. Foreign Assisted and Special Projects Office –CPMO

The Foreign Assisted and Special Projects Office (FASPO) as the CPMO for DENR shall serve as the Department’s overall coordinating office for foreign assisted projects,. It



shall provide oversight monitoring and evaluation function and support to financial management and procurement activities through reviews of financial reports to ensure that expenditures are made for eligible items as expressed in the Loan Agreements.

The FASPO/CPMO:

- Monitors the performance of the Project based on work and financial plans developed and submitted to oversight agencies;
- Facilitates the reporting of Project status to oversight bodies such as NEDA and ODA;
- Supports the procurement requirements of the Project through the Prequalification, Bids and Awards Committee (PBAC) and the Prequalification, Evaluation and Awards Committee (PEVAC), the Secretariat of which are both based at FASPO;
- Conducts regular budget reviews and reprogramming exercises for all FAPS and ensures the provision of appropriate levels of GOP budget allocation and cash requirements to the Project;
- Supports the financial management requirements of the project;
- Provides backstopping to the preparation and packaging of proposals for subsequent design of LAMP; and
- Assists in the development of sustainability/mainstreaming plan for LAMP2 and in monitoring its implementation following project completion.

Section 5.b. On Procurement and Finance-related matters

Section 5.b. (i) FASPO/CPMO

The FASPO/CPMO shall support the financial and procurement requirements of the Project. It shall ensure that the Project complies with relevant DENR and WB policies and guidelines, and provisions of the Loan Agreement.

The specific roles of FASPO/CPMO are the following:

Financial Management

- Ensure that the Project complies with effective accounting and internal control systems;
- Monitor Project compliance with approved allocations;
- Prepare budgeting guidelines for the guidance of all FAPs;
- Manage the Special Account, review the withdrawal applications and Statement of Expenditures (SOEs) and ensure the sufficiency of the Special Account balances to cover current fund requirements;
- Liaise with the World Bank, DBM and DENR Financial Management Service for the appropriate level of budget allocation and timely releases of project funds;
- Recommend appropriate policies for the effective and efficient use of funds for foreign assisted projects;
- Review the financial performance of the Project, based on physical progress and disbursements;
- Review the work and financial plans of the Project, and recommend appropriate levels of fund and cash allocations to meet its requirements;



- Conduct reviews of disbursements made by the Project and ensure that (i) there is adequate documentation, (ii) these are made pursuant to the provisions of the Loan Agreement on the eligibility of expenditures and disbursement ratio; and (iii) they comply with existing accounting and auditing regulations;
- Maintain a database of financial reports and prepare consolidated reports on financial status of all FAPs.

Procurement

- Supervise the procurement activities of the Project and ensure that applicable policies, guidelines, and relevant provisions of the Loan Agreement are complied with:
- Review the LAMP2 Procurement Plan, and endorse to WB for approval;
- Coordinate with the PBAC FAPS and their secretariats, in the preparation of specifications and bidding documents for goods/services and works, publication of tender notices, organization of bidders' conference, opening of bids, constitution of Evaluation Committees and ensure the timely preparation of evaluation reports; negotiation and signing of contracts.
- Coordinate with the World Bank to ensure timely issuance of No Objection letters for relevant contract packages;
- Ensure that conditions defined in the Loan Agreement and disbursement conditions are complied with;
- Provide monthly procurement status report to the PCO as to the status of bidding, evaluation, and contract administration.

Section 5.b. (II) Project Coordination Office

Following administrative, financial and procurement tasks shall be performed by the PCO to enable it to effectively manage the day to day operations of the Project:

General Control

- Ensure that effective accounting and internal control systems are developed and put in place to facilitate adequate monitoring of agreed allocations for specific expenditure targets and guarantee transparency of and accountability over project expenditures;
- Ensure that a financial management system is developed and documented and the resulting Manual is maintained;
- Ensure that the foregoing systems are properly understood by all concerned through a program of continuous training and review;
- Liaise with the Commission on Audit (COA) to meet the audit requirements of the Project;

Planning and Budgeting

- Prepare disbursement projections for the entire project, develop a system for its regular review and updating; and train relevant staff in its preparation;
- Prepare budgeting guidelines for LAMP2 and for each of the components;
- Prepare the Project Operations Plan, and Annual Work and Financial Plans in coordination with the PCO PME Unit;



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Fund Management

- Recommend appropriate policies for the efficient and effective management of project funds;
- Manage the cash resources of the Project, and ensure that there is sufficient cash to meet the requirements of the various Components of the Project at any given time;
- Monitor payments requests and disbursements to ensure that these are made within the budget;

Recording and Reporting

- Ensure that a sound record and filing system of all financial transactions are properly maintained and updated; and
- Prepare the required reports to the World Bank and other appropriate authorities on a timely basis. .

Procurement

- Ensure that a Procurement Management System is developed, and implemented accordingly;
- Prepare a program for training and orientation of concerned staff on the procurement guidelines and policies;
- Provide training for staff in the preparation of component procurement plans, consolidate the project procurement plan, and be responsible for its regular updating and reporting on status. The plan should provide information on the proposed contract packaging, applicable procedures, estimates of expenditures to be incurred under relevant expense categories, and source of financing, in accordance with established procedures;
- In coordination with the different components and technical units, prepare technical specifications, terms of reference, scope of works, detailed engineering plans for goods, works and/or services to be procured;
- Assist the BAC FAPs Secretariat in the preparation of bids, bidding documents, contract negotiation, bid evaluation report.
- In coordination with relevant components and staff, monitor contract performance, facilitate granting of formal acceptance of goods received, and ensure adequate documentation for prompt payment by the Project.
- Manage Project acquisitions of supplies, materials, and equipment ;
- Supervise the procurement activities of regional/provincial offices; and
- Conduct internal pre and post procurement reviews and recommend appropriate measures based on findings.

Section 6. Functions and Structure of PPIOs

Section 6.a. PPIO Manager and Deputy Manager

Land titling activities shall be coordinated at the provincial level with support from the Regional DENR offices. In this regard, a Provincial Project Implementation Office (PPIO) is hereby created under the DENR Provincial Office (PENRO) of participating provinces in LAMP2 to coordinate community participation, cadastral surveys and the adjudication teams. As such, the PENRO serves as the PPIO Manager.



The PPIO shall manage community participation, cadastral surveys and the adjudications teams. The Office will also be responsible for cadastral index mapping (CIM) production, land title and survey verifications, free patent issuance and provide support to the OSS operations.

The DENR Secretary or the Undersecretary for Lands shall designate a Deputy Provincial Project Implementation Manager who shall report to the PENRO on a full-time basis and supervise over-all implementation at the field level.

The Deputy PPIO Manager shall supervise the work of the community mobilization, adjudication, and survey teams, and other contractors or partners as appropriate. He/she shall coordinate with other agencies in the development of cadastral index maps and consolidation of records necessary to support adjudication activities.

In accordance with the institutional development framework for interagency cooperation to be developed under component 2, he/she shall establish partnership arrangements with relevant agencies and other local groups to ensure the project success. He/she shall also coordinate with LGUs in the implementation of titling activities and facilitation of post adjudication activities in their respective municipalities. Finance and small procurement activities in support of PPIO operations shall be undertaken at the Provincial Level.

Section 6.b. Specific roles and responsibilities

The PPIOs shall:

- Organize and implement titling activities in the province/city, following the systematic adjudication process established under LAMP1;
- Establish linkages with the LGUs in the mobilization of communities for titling activities, and in generating support for post adjudication programs from the LGUs, NGOs, and other local partners;
- Establish operational mechanisms with DLR for the timely support to the registration of tenants in areas covered by titling activities;
- Develop a community relations strategy based on the results of community profiling, and define relevant support programs for those who may be excluded from the process;
- Establish socio economic baseline information and coordinate with the PCO M and E in establishing its link with the LAMP2 MIS, the M and E system, and relevance to the impact evaluation;
- Implement a training program for staff, and LMS staff of other regions who will be involved in replication of titling activities in their respective localities;
- Conduct survey activities, and/or supervise the work of survey contractors, as appropriate;
- Prepare the PPIO work and financial plan and ensure consistency of the plan with the Project implementation plan;
- Coordinate with the DENR regional office in the integration of PPIO activities with regional operations;
- Monitor progress of implementation against milestones and performance indicators established, identify bottlenecks and implementation issues/problems and facilitate execution of agreed remedial actions;



- Establish partnership arrangements with other agencies to ensure coordinated support from relevant agencies in the activities of the titling activities; and
- Render reports to the PCO and other implementing entities on the progress of the titling operations and bring to their attention implementation issues and problems requiring their action.

Section 6.c. PPIO Support Units

At the PPIO, there shall be a Technical Support Services Unit to provide technical support to field operations, (survey verification, mapping, and database),

There shall also be a Field Operations Unit to coordinate the work of the Systematic Adjudication Teams (SATs) , and manage field operations (community mobilization, adjudication, survey, and mapping).

The Management Support Unit shall also be formed to handle the planning, monitoring and evaluation, human resources development, administration, finance, and procurement activities.

The Systematic Adjudication Teams (SATs) shall be the main players in terms of field operations and shall be responsible for establishing partnership agreements with barangay LGU officials, mobilizing community members for titling activities, and conducting systematic adjudication on a barangay by barangay basis.

These units shall be manned by both detailed staff (either on full or part-time basis) and personnel under contract of service. The structure of the PPIO is shown in *Annex C*.

Section 7. Establishment of One Stop Shops

A One-Stop-Shop (OSS) shall be established in each province to provide for an integrated delivery of land administration services. The OSS shall house the PPIO and shall be managed by the ROD or a designated Senior DENR Officer, or jointly by the ROD and the DENR Senior Officer, as may be recommended by PCO in consultation with LRA.

In any case, the appointment of the OSS Manager shall be confirmed by the National Steering Committee. Other offices such as the Register of Deeds, Assessor’s Office and other participating agencies shall be co located, and their operations streamlined to provide improved services to the public. Representatives from BIR, DLR and other agencies shall be detailed to the OSS to complete the provision of improved land administration services.

Section 7.a. OSS Manager

The responsibilities of the OSS Manager are the following:

- Establish partnership agreements among the ROD, BIR, PENRO, DLR, Assessor’s Office and other offices as appropriate in providing integrated delivery of land administration services through the OSS;



- Establish institutional mechanisms for the effective management and operations of the OSS;
- Develop a joint OSS Vision and a work program for the operations of the OSS;
- Lead the review of agency procedures and systems for the delivery of services in the OSS, and establish minimum standards for all functions;
- Establish systems within the OSS that will link and streamline the operations of the agencies performing functions within the OSS;
- Maintain an updated CIM and database to facilitate the provision of accurate and up to date land records and information to the public;
- Engage an independent party to conduct exit surveys and other studies to monitor performance of the OSS based on agreed levels of service delivery;
- Based on findings from studies, conduct a regular assessment of operations to fulfill service delivery standards;
- Implement change management orientation and other training programs for the staff of OSS;
- Develop and implement an information, education and awareness program to promote the OSS, and improve the level of public knowledge and participation in land administration processes;
- Document improvements in procedures and systems in practice manuals and guides for the use of staff and interested registries;
- Undertake a program to promote the benefits and learnings from OSS to other jurisdictions; and
- Prepare regular reports on OSS operations, identify bottlenecks and issues affecting performance, and implement the required actions;

Section 7.b. Role of PENRO in the OSS

The PENRO shall locate its staff, records and related facilities in the OSS to perform the following functions:

Public Assistance Frontline Services

- Provision of general information and frontline services to walk in clients and phone callers
- Referrals of land related transactions to appropriate agency desk officers;
- Land transaction tracking service

Surveys verification and review

- Verification and review of survey map and plan prior to approval of surveys

PLA processing, approval of surveys and patents

- Processing of public land applications (PLA)
- Records management of PLAs
- Issuance of survey authority
- Collection of payment of cadastral costs and application fees
- Confirmation of approval of appraisals and patents
- Verification of surveys



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- Approval of survey returns

The organizational structure of the OSS is shown in *Annex D*.

Section 8. Internal Coordination

The DENR shall ensure that the support and participation of relevant offices are provided to LAMP2. The PCO shall be responsible for coordinating with other DENR offices to ensure proper mainstreaming and optimize their participation in the Project. The following roles of the different offices in LAMP2 are hereby defined:

Planning and Policy Studies Office (PPSO)

The PPSO shall participate in the policy development component and long term plan development under LAMP2. Specifically, it shall:

- Nominate representatives to the LAMP2 Interagency Technical Working Group on Policy Development which shall provide advise, review policy studies reports and recommendations, and participate in the implementation and monitoring of component activities;
- Designate a focal person for LAMP2 who shall serve as the liaison between the Project and the PPSO, coordinate its participation, prepare reports on the progress of implementation of relevant activities, and submit plans and budgets as appropriate;
- Lead the internal review within DENR of policy proposals developed from LAMP2, and provide relevant inputs as necessary;
- Participate in the legislative lobbying of proposed bills in Congress through preparation of position papers, participation in the technical reviews, and advocacy work with stakeholders and lawmakers;
- Coordinate with the PCO in the identification of policy studies, design of specific studies, and in the development of policies for LAMP2;
- Lead the development of DENR administrative policy measures required to address issues related to LAMP2 implementation, and in the translation into policies, innovations and recommendations arising therefrom;
- Coordinate with the PCO in the mainstreaming and/or replication of good practices, standards and procedures through the development of administrative policy issuances within DENR;
- Support the reform program and the transition to LAA through integration of LAMP2 initiatives in the work of the PPSO in the DENR rationalization program, the General Program of Action, and other related efforts; and
- Participate in the preparation of the long term development plan by providing policy inputs and ensuring that the plan reflects the priorities and directions of the Department for the sector.

Forest Management Bureau (FMB)

The FMB shall mainly participate in the Policy Development Component and Long Term Development Plan (LTDP) preparation of LAMP2. Specifically, it shall:



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- Designate senior officials to participate in the Policy Development TWG and LTDP preparation;
- Lead the policy study on forest boundary delineation;
- Lead the mainstreaming of relevant policy study recommendations in the DENR through development of enabling instruments for implementation;
- Conduct consensus building, stakeholder consultation and awareness campaign on the policy proposals.

Land Management Bureau (LMB)

The LMB shall be supported by LAMP to strengthen its organizational capacity to respond to its evolving role in the implementation of the reform agenda and the long term LAM program. As such, the LMB shall be involved in all the components of LAMP2:

Policy Development

- Lead the conduct of studies on the management of government lands; participate in other policy studies as may be identified, and other administrative policy measures to promote the mainstreaming of LAMP initiatives in the Department's regular operations;
- Support the consensus building activities on the LAA, the proposed Free Patent Bill amendment, and other reform measures;
- Support LAMP advocacy in the promotion of best practices, improved standards and procedures in the land administration sector with key stakeholders and partners;
- Participate in the formulation of Transition Plan for the LAA and in the consensus building effort on the plan among the LMB and LMS personnel;
- Participate in the preparation of the 15-20 year LAM sector development plan;
- Create a LAMP Coordinating Office within LMB which shall be tasked, among others, to promote LAMP initiatives within the personnel of the Bureau, serve as liaison between LAMP2 and the LMB, coordinate LMB participation in the Project, and prepare plans, reports and organize events, as appropriate;
- Designate senior representative(s) to the LAMP Interagency TWG on Policy Development.

Institutional Development and Capacity Building

- In coordination with the PCO, formulate an institutional development and capacity building plan for LMB;
- Conduct consultations within LMB on the proposed institutional development and capacity building plan;
- Implement priority activities identified in the plan based on available resources, conduct regular monitoring of activities related thereto;
- Prepare regular progress reports to the PCO in the implementation of the plan;
- Assess the outcomes of plan implementation, and prepare appropriate recommendations for consideration by appropriate authorities; and
- Prepare relevant proposals to finance and implement other aspects of the plan.

Tenure Security Component



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- Designate senior staff to the PCO to coordinate the activities of the component;
- Assist the PCO in the selection of priority sites for expansion of the tenure security component;
- Coordinate with the PCO and PPIOs in the monitoring of implementation of component activities and in the distillation of lessons and experiences for sharing and consideration by other participating provinces;
- Coordinate with the PCO in the identification of policy issues requiring support at the national level and formulate appropriate policy responses to improve implementation at the field level;
- Provide technical backstopping to the participating provinces through technical advise, records sharing, legal support, and discussion of policy issues with appropriate authorities;
- Promote the mainstreaming of LAMP innovations to the regular operations of the Department through advocacy work, and development of improved standards, packaging of best practices and procedures, and translation of these into administrative issuances for adoption by other regions/provinces.

Valuation Component

- Designate a senior official (s) to serve as the LMB's focal person for the valuation component;
- Participate in the studies to improve valuation of government lands, and other lands managed by government;
- Participate in the pilot testing of valuation standards in selected areas managed by the government through the LMB;
- Participate in the development of suitable valuation policies, as relevant to the work of the LMB.

Project Management

- Designate a senior official as LMB representative to the PCO Interagency Committee for LAMP2;
- Participate in the monitoring and evaluation of LAMP2 by providing legal and technical inputs as appropriate;
- Assist in the analysis of progress reports and in the resolution of issues impeding implementation;
- Support the PCO in the overall management and coordination of project activities, as appropriate.

Human Resources Development Service (HRDS)

The responsibilities of the DENR HRDS are the following:

- Designate a focal person for LAMP2 who will coordinate HRDS participation in Project activities;
- Designate a senior official as representative to the LAM Sector Training and Education Committee;
- Designate a senior staff to participate in the development of the LAM long term development plan on capacity building;



- Assist in the conduct of training needs assessment (TNA), design of training curricula, organization of training programs, and in the monitoring and evaluation of training activities for DENR staff;
- Make available, existing training manuals for possible utilization of LAMP2 staff and other clients;
- Organize the relevant HRDS in the regional offices to support the training activities in selected sites of the Tenure Security Component;
- Integrate relevant LAMP2 training curricula and training programs within the regular operations of the HRDS.

Legislative Liaison Office (LLO)

The responsibilities of the LLO are the following:

- Represent DENR in discussions of the proposed Bills in Congress and Senate;
- Participate in the development of consensus building strategy to achieve the legislative agenda;
- Coordinate in the formulation of priority legislative agenda for LAMP, in consultation with other agencies;
- Formulate positions and participate in the technical discussions of the proposed Bills;
- Assess the likely impact(s) of the proposed LAMP legislations on DENR and the LAM sector reform Agenda and provide policy advise and recommendations to LAMP and the Secretary, as required;
- Participate in the review of LAMP performance in policy advocacy work in pursuit of the legislative agenda and provide advise to strengthen its effectiveness.

Section 9. Sub national Coordination

DENR Regional Offices

The Regional Directors shall supervise the implementation of the Tenure Security Component at the provincial level, with the support of the Regional Technical Director for Lands. They shall provide backstopping to the Provincial Project Implementation Offices (PPIO), oversee the effective implementation of field activities, provide project management support services as required and promote the integration of the project's operations into the land management operations of the regions.

The Regional Office shall likewise ensure that the support of the other technical units of its office, such as CARP and Surveys Division, are available to avoid unnecessary delays in implementation.

The Regional Director and RTD for Lands shall have the following specific responsibilities:

- Coordinate project activities at the regional level, ensuring that relevant offices in the Regional Office perform their support role in the project, through issuance of necessary Office designations, assignment of responsibilities, and regular review of the performance of such offices in keeping with their defined roles in LAMP2;



- Provide high level representations with other agencies and stakeholders, and promote the integration of LAMP2 activities with regional programs and priorities of the Regional Development Council and other initiatives;
- Monitor the progress of field activities, and act on issues requiring the attention of the Regional Office;
- Conduct a continuing review of project operations and develop a program to promote their integration into the land management operations of the regional office, through various means such as : (i) involvement of regional staff in implementation, (ii) short term work attachments; (iii) issuance of revised internal procedures and/or policies based on documented good practices;
- Support the procurement, review and approval process of cadastral surveys and other contracts, as specified in the Procurement Manual;

As part of the inherent functions of the regional office, it shall also be responsible for performing actions in relation to cadastral survey, political boundary survey, and patent approval, as specified in the DENR Manual of Approvals, and other Orders as may be issued from time to time.

Lands Management Services

The Land Management Services of the regional offices shall perform the following functions:

- Coordinate with the PPIO in operational planning for pre Systematic Adjudication mobilization;
- Coordinate with the PPIO on the establishment of survey controls, aerial photography, and procurement of orthophoto maps
- Conduct an inventory of land records within the regional office and provide the PPIO and OSS access to these records;
- Participate in survey validation;
- Participate in CIM preparation;
- Designate staff at the OSS who will provide land administration services to the public and coordinate with the OSS Manager in setting of service delivery standards for survey, titling, and registration;
- Participate in the review of agency processes in the OSS and implement agreed streamlining of procedures;
- Coordinate with the PPIO and OSS in the development of IEC materials and community participation strategies;
- Participate in lot survey verification and approval;
- Participate in the monitoring and evaluation of cadastral survey;
- Participate in the correction and subdivision surveys, and processing and approval of patents more than five hectares.

The Human Resources Development Officers of the regional offices shall participate as members of the Human Resources and Institutional Development (HID) Team which will be established at the field level. The HID Team shall comprise of one HRMD Officer from the region who shall be designated full time to the Project, and HRMD Assistant from the region (either detailed full time or contractual). The Team shall manage the HID functions at the field level.



The tasks of the HID Team are as follows:

- Based on the HRD Strategy and Framework, undertake a TNA for project staff and those from participating agencies;
- Facilitate agreements among participating agencies on their role in the Tenure Security and OSS, and develop an institutional development plan for the management of the OSS;
- Conduct a regular review of the ID plan, and recommend and/or implement appropriate measures to improve agency capacity to perform their roles in the management of the OSS and strengthening interagency coordination for improved service delivery;
- In coordination with relevant units, organize and facilitate training programs and workshops; maintain an updated training calendar; and evaluate training outcomes;
- Develop and maintain the HRIS database that is linked to the PCO HRIS;
- Maintain a complete set of Training Manuals and other relevant training materials;
- Coordinate with local Universities/schools/colleges in the development of curricula and in the improvement of education programs in support of LAM;
- Organize a network of HR practitioners from other agencies and other groups to promote the LAM institutional development plan and capacity building support to the sector;
- Prepare regular reports on progress, provide timely inputs to the preparation of consolidated 6 monthly reports, work and financial plans, and evaluation studies.

Provincial Environment and Natural Resources Offices (PENROs)

The concerned PENRO is hereby designated as the PPIO Manager in the participating provinces of LAMP. As such, the PENRO shall coordinate field activities at the provincial level. In addition to his/her role as PPIO Manager, the PENRO shall have the following responsibilities:

- Support the implementation of the Tenure Security Component through the assignment of LMS staff in the PENRO to participate in field activities of the project;
- Support the operations of the OSS by designating staff who will be located at the OSS, to perform PENRO related functions on land administration;
- Serve as Manager or Deputy Manager of the OSS, as may be designated by the LAMP National Steering Committee;
- Represent DENR in the OSS Management Committee and commit to the establishment of service delivery standards for PENRO related services, assessment of internal procedures, and streamlining and/or integration of operations with those of other agencies, and improve service delivery levels as may be agreed upon;
- Perform administrative, finance, and procurement responsibilities as defined in the DENR Manual of Approvals and the LAMP2 Manuals on Operations, Financial Management Systems, and Procurement Systems;

PENRO LMS



Selected staff of PENRO LMS shall be assigned to the PPIO to participate in the systematic adjudication activities, and/or perform their functions at the OSS.

PENRO Administrative and Accounting Divisions

The roles and responsibilities of the PENRO Accounting and Administrative Divisions are the following:

- Provide financial and administrative management support to the PPIO, in accordance with the Manual of Approvals and the LAMP2 Financial Management System Manual;;
- Undertake procurement activities in accordance with the Manual of Approvals and the LAMP2 Procurement Manual.

CENRO

Selected CENRO staff involved in land management, survey parties, and land evaluation parties shall be assigned to the PPIO to form part of the Systematic Adjudication Teams in the municipalities covered by the CENRO. The CENRO shall supervise and monitor the activities of the SAT Teams composed of personnel from the concerned CENRO Office. Other staff will be designated to perform functions at the OSS.

Section 10. Funding and Effectivity

The budget required to implement the provisions of this Circular shall be sourced from the funds of LAMP2.

All concerned are ordered to comply with the provisions of this Circular.

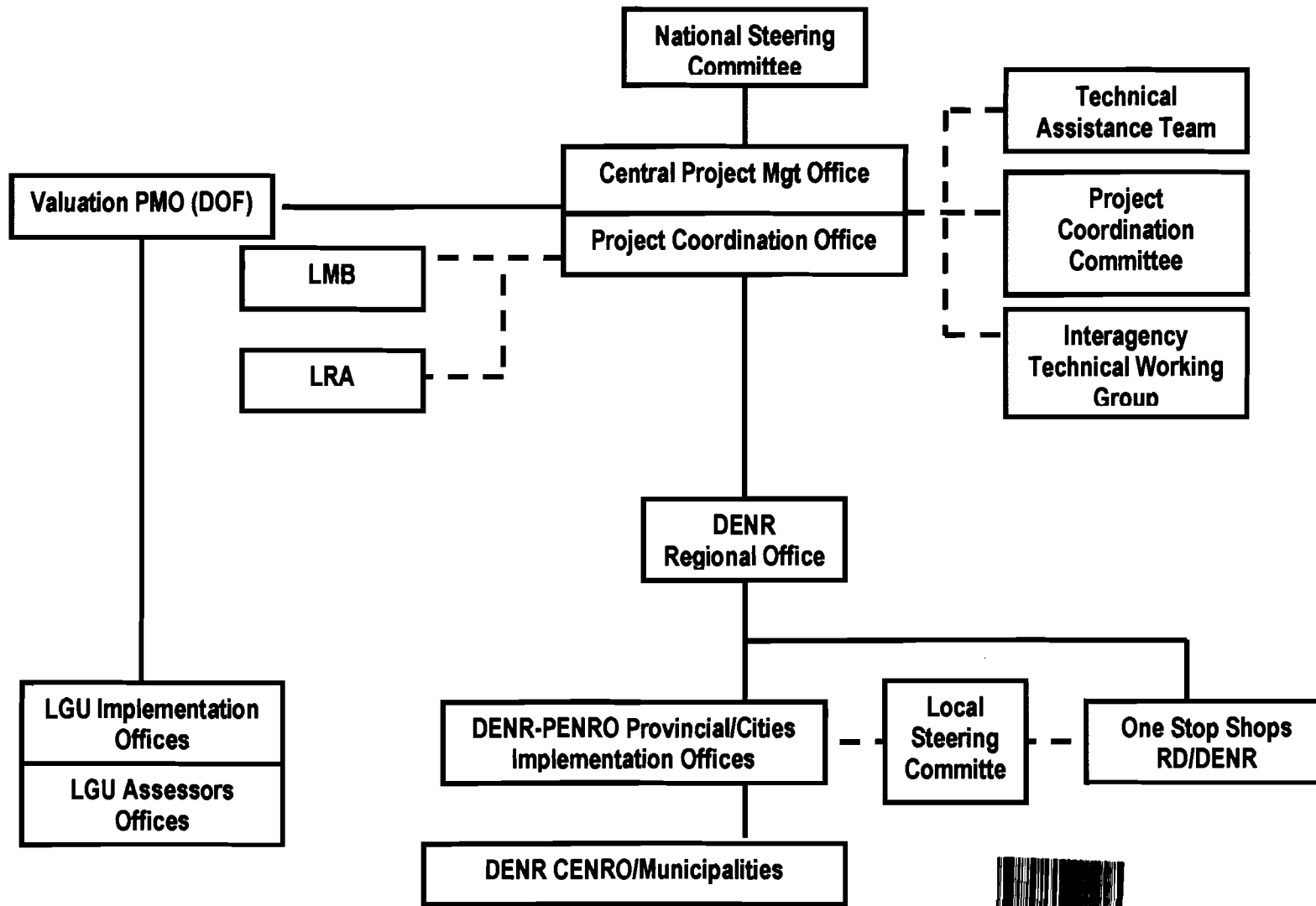
This Circular becomes effective immediately and supersedes all orders inconsistent herewith.

The LAMP2 Executive Director shall render reports to the undersigned with respect to the compliance of all concerned with this Circular.

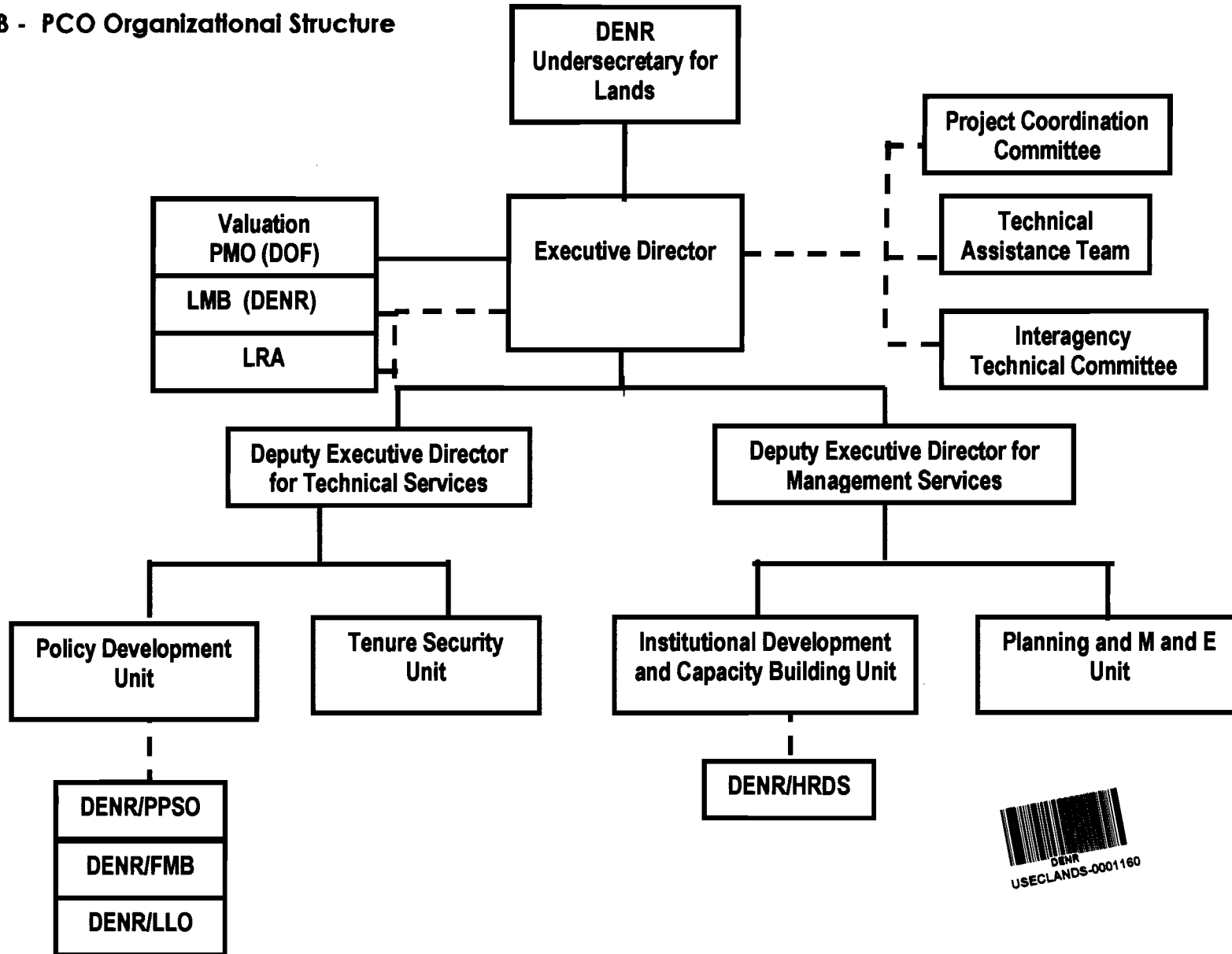



MICHAEL T. DEFENSOR
Secretary

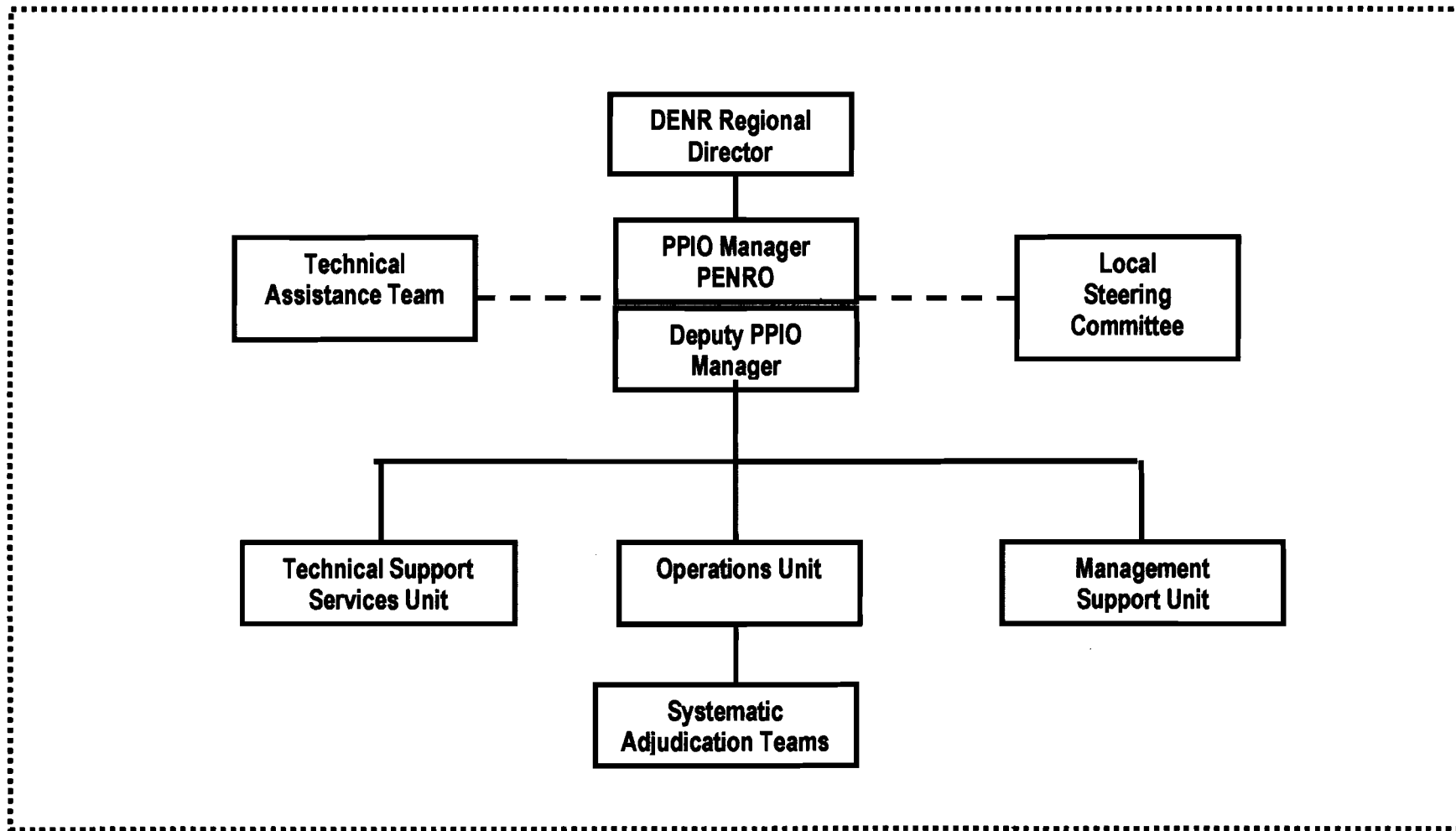
Annex A . LAMP2 Organizational Structure



Annex B - PCO Organizational Structure



Annex C – Organizational Structure of PPIOs



Annex D – Organizational Structure of OSS

