

INTEGRITY DEVELOPMENT REVIEW



Land Registration Authority

27 July 2007

**A joint project of the Office of the Ombudsman (OMB),
Commission on Audit (COA), Department of Budget and Management (DBM),
and the Civil Service Commission (CSC) and implemented by the
Development Academy of the Philippines
under the EC-OMB Corruption Prevention Project**

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LAND REGISTRATION AUTHORITY

The Land Registration Authority (LRA) is the agency mandated by Philippine laws with the task of preserving the integrity of the land registration process and protecting the sanctity of the Torrens Title.

It is the central depository of major land records and through its Registry of Deeds offices nationwide, who keeps records of all instruments affecting registered and unregistered lands as well as chattel mortgages affecting movable properties. Highest revenue-earning agency among the agencies attached to the Department of Justice

The Land Registration Authority has a total number of 2,389 personnel from the Central Office and the 165 Registries of Deeds. Among the permanent personnel, 434 are based in the Central Office while 1,846 are detailed in the RODs all over the country. Thirty-eight (38) staff in the Central Office and 42 in the Registries of Deeds are casual while 29 are temporary (10 in the Central Office and 19 in the RODs)

PARTICIPANTS AND RESPONDENTS DURING THE IDA AND SURVEY

SITES	Integrity Development Assessment	Survey of Employees
Central Office	28	198
ROD Cebu	7	17
ROD Davao	7	25
ROD Pampanga	6	26
TOTAL	48	266

Leadership : 1

Strengths

- Vision linked with integrity development “to be an entity conscious of its role to promote and attain the full trust and confidence of the public in the Torrens system”
- Deployment of organizational values
- Existence of a customized Code (Commitment Papers)
 - Several issuances reminding everyone in the organization to be ethical
 - Clear authorities and responsibilities of senior leaders (PD 1529, EO 649 and PDF BC-CSC Form No. 1)
 - Reforms on corruption prevention (Adhoc internal audit unit, TF Titulong Malinis, IDAP, Attendance in Ehem! Aha! Seminars, installation of suggestion box)
 - Moderately positive net agreement on survey statements that Managers in LRA do not abuse their authority and that managers inspire other employees to be professional

Areas for Improvement

- Deployment of short and long-term directions and performance expectations
- Institutionalization of a Planning Office to prepare and monitor the agency’s development plans both short term and medium term plans in consonance with the mission and vision of the Agency.
- Close monitoring of performance of Registries and of various offices at Central Office

Code of Conduct: 1

Strengths	Areas for Improvement
<ul style="list-style-type: none">➤ Customized Code of Conduct and Ethical Standards issued April 21, 2005 which has a Rule on confidentiality of information and on conflict of interest<ul style="list-style-type: none">➤ Orientations held for employees at the Central Office and the RODs across the country (Commitment Papers).➤ Monitors compliance on the submission of SALN➤ 85.7% of survey respondents said that LRA has a written Code of Ethical Conduct (referring to RA 6713).➤ There is moderate positive net agreement among survey respondents that such Code is being followed in the agency, adequate orientation about the Code is provided to employees and those who violate the Code are punished (RA 6713).	<ul style="list-style-type: none">➤ Sustainable program for the promotion of LRA customized Code➤ Revision of the Code to make it function-based and involvement of employees for better ownership and better compliance.➤ Revision of the Conflict of Interest provision to specify all the possible list where potential conflicts of interest may arise

Gifts and Benefits: 0

Strengths	Areas for Improvement
<ul style="list-style-type: none">➤ Existence of certain provisions on solicitation of gifts in the LRA customized Code – prohibiting LRA employees from receiving money or favors for assisting or attending to parties engaged in transactions or involved in actions or proceedings and from soliciting or accepting any gift or money from any person who has transactions with the LRA➤ Policy on solicitation of lands for ROD buildings and offices (December 2, 1997).➤ List and status of Lot Donations in 2003 & 2004 for Region I to XII➤ Sixty seven per cent (67%) of survey respondents said that LRA has a written policy on solicitation and gifts.	<ul style="list-style-type: none">➤ Strict monitoring of compliance to the No gifts policy or the revision of this provision in the customized code to specify what gift is acceptable and what is not➤ Consider a Gifts Registry➤ Draft policy on offers of bribes➤ One hundred ninety-nine (199) respondents refused to answer when asked how much would be an acceptable amount of gift to be given by the transacting public.➤ Some respondents also gave varying amounts that they think are acceptable to them as gifts: 2- Php50.00; 1-Php 200.00; 3-Php 300.00; 1-Php 500.00 and 1-Php 1,000.00

Human Resource: Recruitment, Selection & Promotion : 1

Strengths	Areas for Improvement
<ul style="list-style-type: none">➤ Adheres to the principles of merit, fitness and equality as espoused by CSC➤ Guidelines for recruitment and promotion are posted at the bulletin board and employees are made aware of the qualifications required prior to promotion.➤ Central Office (CO) processes the recruitment of personnel for all SG 10 above,. RDs authorized to appoint for 1st level employees (SG 1-9)<ul style="list-style-type: none">➤ Members of the Board update themselves on the latest CSC rules and other pertinent guideline and issuances relevant to the recruitment and promotion.➤ Conducts background investigation and interview especially for the supervisory items to prevent the entry of corrupt employees to the Agency.	<ul style="list-style-type: none">➤ Proactive dissemination of guidelines for recruitment and promotion➤ Orientation for the other members of the PSB on the agency's recruitment and promotion policies and processes.➤ Strict adherence to CSC rules and regulations on recruitment and promotion. (i.e. ranking, qualifications to allay perceptions of favoritism and nepotism).
<ul style="list-style-type: none">➤ Has complete set of job descriptions & qualifications standards for all positions➤ Recruitment and promotions processes in LRA follow a set of criteria. (moderate positive net agreement)	<ul style="list-style-type: none">➤ Survey results indicate that recruitment and promotions processes is not free from external (political) influences

Performance Management: 1

Strengths	Areas for Improvement
<ul style="list-style-type: none">➤ Adheres to basic performance monitoring and evaluation rules and procedures set by the Civil Service Commission (CSC);➤ Existence of a Task Allocation Chart➤ Survey respondents said that employees are given feedback regarding their performance.➤ In 2006, the Civil Service Commission Regional Office VII awarded the <i>Gantimpala Agad Award</i> under the <i>Mamamayan Muna</i> Program to both the Cebu City Registrar of Deeds and one of its Land Examination Officer➤ In the same year, one of the office staff also received two Certificates of Commendation from LRA and the Cebu Lady Lawyers Association (CELLA) Inc.	<ul style="list-style-type: none">➤ Regular monitoring of the accomplishment and alignment of individual targets with the agency's organizational goals.➤ Training of senior leaders on performance evaluation and management➤ Strict implementation of the PES to achieve its purpose of rewarding deserving employees and penalizing non-performing personnel➤ Survey results indicate that yearly performance bonus are given regardless of the PAR of employees.

Procurement Management: 1

Strengths	Areas for Improvement
<ul style="list-style-type: none">➤ Agency's procurement procedures adhere to the requirements of RA 9184➤ Training of BAC personnel by the GPPB➤ BAC decisions and minutes of meetings are recorded➤ Third party observers are invited to witness the pre-bid conference and submission and opening of bids	<ul style="list-style-type: none">➤ BAC members should be made to disclose potential conflict of interest in all transactions➤ Craft customized Code of Conduct for BAC members➤ Decentralization of procurement process at the regional level is strongly encouraged➤ Seventy-eight per cent (78%) of survey respondents are not aware of the new Procurement Law (RA 9184)

Financial Management: 1

Strengths	Areas for Improvement
<ul style="list-style-type: none">➤ Observance of the New Government Accounting System (NGAS) and budget guidelines.➤ At the RODs, a designated cashier collects the fees from the registrants and remits the collection to authorized government depository banks➤ There is a defined level of authority of signatories of vouchers and checks.➤ Existence of transaction flowcharts and task allocation sheets.➤ Survey results yielded moderately positive net agreement on accessibility of financial statements and audit reports and information as to who and where to report irregularities in financial transactions.	<ul style="list-style-type: none">➤ Full adoption of the prescribed government accounting system.➤ Financial accountabilities of officials and employees should be clearly defined.➤ Relocate the Internal Control Unit directly under the Administrator and redefine its function to designing the internal control systems of the agency and evaluating the operating effectiveness of the system.➤ Establish an internal control system to ensure that its financial resources are protected, accounting data are accurate and reliable, and prescribed policies are adhered to.➤ Undertake trainings for all personnel with finance-related functions➤ Sixty-seven per cent (67%) of survey respondents said that they are not aware of LRA's financial management system

Whistleblowing, Internal Reporting and Investigation: 0

Strengths	Areas for Improvement
<ul style="list-style-type: none">➤ Existence of the Inspection and Investigation Division - conducts investigations against erring LRA officials and employees➤ In 2006, 43 cases were acted upon by the TF Titulong Malinis: 3 - forwarded to the OSG for the filing of cancellation of titles; 33 cases - forwarded to the NBI for investigation of possible land fraud.➤ Well defined duties and responsibilities of officers and staffs involved in investigation➤ Maintains a list of pending administrative cases for the year 2005-2006➤ Existence of notices indicating contact numbers of the concerned officers to whom the public can report any acts of discourtesy, dishonesty, unreasonable delay in the processing of transactions (ROD Cebu)➤ For Davao, the RD takes appropriate actions on complaints made by public (subjected vault keepers to NBI Lie Detector Test)➤ Survey respondents agree that employees are encouraged to report corrupt and unethical behavior, reporting guidelines are clear and reports of corruption are investigated (moderately positive net agreement); employees are satisfied with LRA's reporting mechanism who report corruption are protected and (slightly positive net agreement).	<ul style="list-style-type: none">➤ Craft policies or guidelines on internal reporting and investigation of acts of corruption or unethical behavior of its employees.➤ Survey respondents had a split opinion regarding satisfaction level of LRA's investigation mechanism

Corruption Risk Management: 0

Strengths	Areas for Improvement
<ul style="list-style-type: none">➤ Active participation in initiatives to understand and address the challenges faced by LRA with regards to fighting corruption and spread of dubious land titles.➤ Active participant to the Integrity Development Action Plan (IDAP)➤ Created an inter-agency task force, the Task Force <i>Titulong Malinis</i> (TFTM), in coordination with the Office of the Solicitor General (OSG) and other government agencies➤ Created an <i>ad hoc</i> Internal Audit Unit➤ Land Titling Computerization Project (LTCP) that envisions an efficient and effective digital and electronic means of land title registration➤ Survey respondents indicate slightly positive net agreement on the difficulty of corrupting LRA's operations, and on success of the agency's anti-corruption efforts, and on training given to employees in detecting and preventing fraud.	<ul style="list-style-type: none">➤ Institutionalization of internal control systems across all Registries➤ Identification of high-risk operations and critical mission functions and these should be made part of the Audit agenda.

Managing Interface with External Stakeholders: 2

Strengths	Areas for Improvement
<ul style="list-style-type: none">➤ Existence of established information system on Interface with External Environment. (Existence of a Public Assistance and Action Center).➤ Provision of free legal assistance to the public (LRA Anniversaries)➤ Suggestion boxes are installed in all front-line offices and RODs as a tool for feedbacking➤ Employs systems to avoid long queues and prevent “facilitators” of transactions➤ Posting of procedure on frontline transactions (includes standard processing time, fees, persons responsible, specification of the transacting area, etc)➤ Existence of a Policy on disclosure of information to the public➤ Proactive dissemination of information on its services, policies, systems and procedures to the transacting public.	<ul style="list-style-type: none">➤ Need to address common complaint of public which is on lengthy process by monitoring compliance with service standards and ensuring that transactions are isolated from undue interference (i.e. patronage and bribery)➤ Need to simplify complicated processes➤ Need to develop and implement a mechanism to check that the published rules, procedures, and standards are being met (e.g. client complaints/feedback mechanisms, service charter)➤ Training on how to handle and resolve complaints

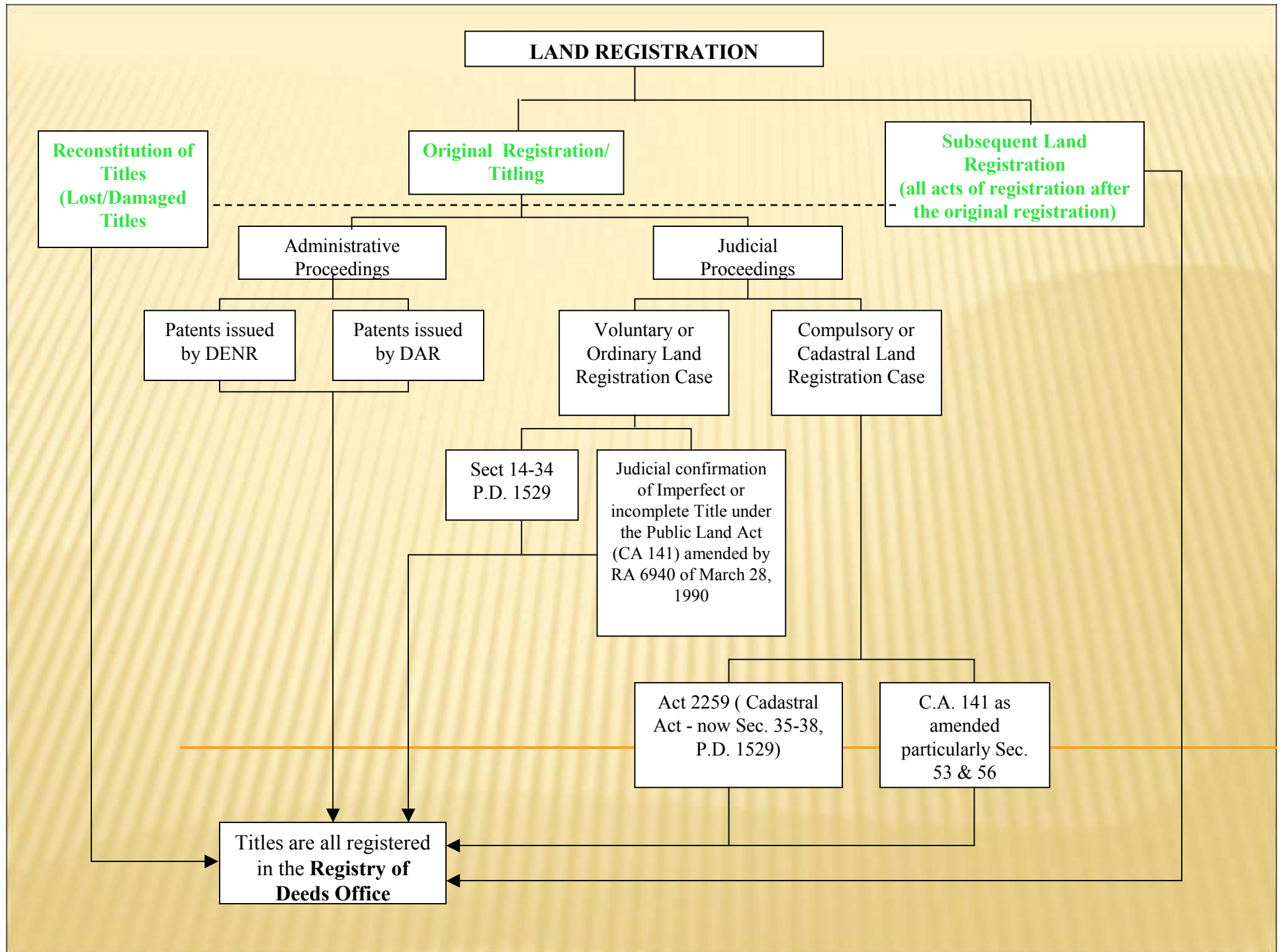
SUMMARY OF IDA RATINGS

DIMENSION	SITES				FINAL TEAM RATING
	CENTRAL OFFICE	CEBU	DAVAO	PAMPANGA	
LEADERSHIP					
Agency Rating	2	1	2	2	1
Deployment Rating	50-60 %	90-100 %	90-100 %	50-60 %	
Validated Rating	1	1	2	1	
CODE OF CONDUCT					
Agency Rating	2	1	3	1	1
Deployment Rating	50-60 %	10-20 %	90-100 %	10-20 %	
Validated Rating	1	1	1	1	
GIFTS AND BENEFITS POLICY					
Agency Rating	0	0	0	0	0
Deployment Rating	0	0	0	0	
Validated Rating	0	0	0	0	
HUMAN RESOURCE MANAGEMENT					
Agency Rating	2	1	1	1	1
Deployment Rating	50-60 %	70-80 %	90-100 %	90-100 %	
Validated Rating	2	1	1	1	
PERFORMANCE MANAGEMENT					
Agency Rating	2	0	2	0	1
Deployment Rating	30-40 %	0	90-100 %	0	
Validated Rating	2	0	2	0	
PROCUREMENT MANAGEMENT					
Agency Rating	1	NA	NA	NA	1
Deployment Rating	90-100 %	NA	NA	NA	
Validated Rating	1	NA	NA	NA	
FINANCIAL MANAGEMENT					
Agency Rating	0	0	1	0	0
Deployment Rating	0	0	50-60%	0	
Validated Rating	0	0	0	0	
WHISTLEBLOWING, INTERNAL REPORTING AND INVESTIGATION					
Agency Rating	1	0	0	0	0
Deployment Rating	10-20 %	0	0	0	
Validated Rating	0	0	0	0	
CORRUPTION RISK MANAGEMENT					
Agency Rating	1	0	0	1	0
Deployment Rating	10-20 %	0	0	90-100 %	
Validated Rating	0	0	0	0	
MANAGING INTERACTION WITH EXTERNAL ENVIRONMENT					
Agency Rating	2	1	2	1	2
Deployment Rating	50-60 %	90-100 %	90-100 %	90-100 %	
Validated Rating	2	2	2	2	

CORRUPTION VULNERABILITY ASSESSMENT (CVA)

(2ND STAGE)

Examines the agency's general control environment, risk of corruption in operations and adequacy of existing safeguards

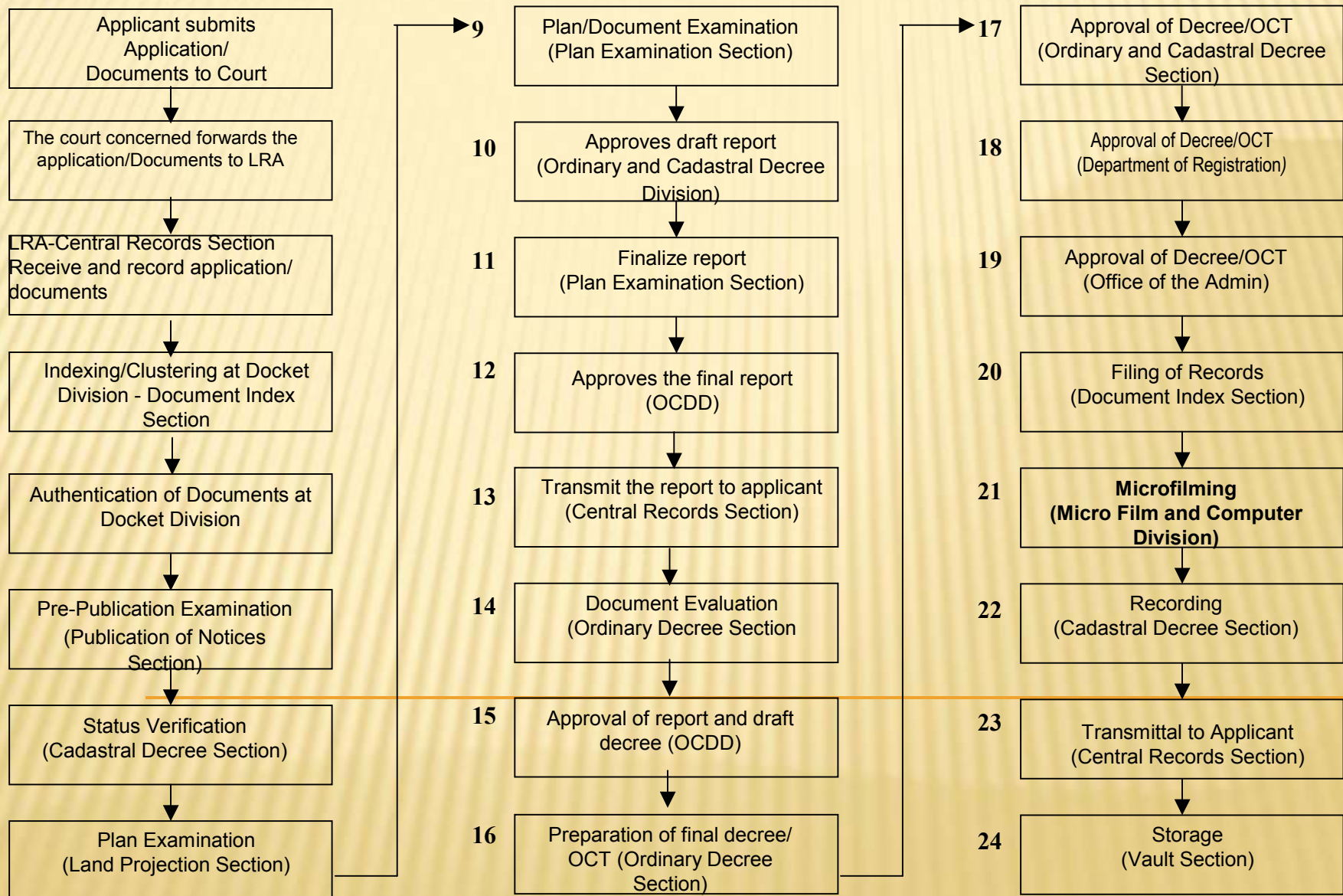


CVA 1: Issuance of Decree of Registration

Background

- Major function: to issue decrees of registration pursuant to final judgments of the courts in land registration proceedings and cause the issuance by the Registers of Deeds of the corresponding certificates of titles
 - Triggers the registration of more unregistered lands and cause several movements in land titles like transfer, sales, mortgage and others which will generate more revenue for government.
 - There is a backlog in the issuance of decrees of registration resulting in the accumulation of a substantial number of lots left undecreed.
-

Process: Issuance of Decree of Registration



Risk Map: Issuance of Decree of Registration

High



Likelihood of Occurrence

Low

Risk 7: Records Management Risk

(misclassification of documents)

Risk 8: Extortion Risk (delay in processing/submitting report)

Risk 1: Document Security Risk

(voluminous documents received daily, expedientes transferred from one office to another, Misappreciation of documents, Misfiling/non-filing of documents in expedientes, Transmittal)

Risk 2: Document Integrity Risk

(document switching, authenticity of documents, overlaps; lot may have been issued earlier patent; inconsistent review;

Risk 3: Risk of Delav

Risk 4: Collusion Risk (between applicant and examiner/ plotter/ adjudicator/ authenticating officer, records officer)

Risk 5: Abuse of Discretion (overriding recommendations of evaluator, etc)

Risk 6: Report Integrity Risk (wrong plotting)

Significance of Impact

High

Issuance of Decree of Registration

Findings/Risks/Recommendations

- Not the sole responsibility of the LRA - involves other government agencies such as DENR, Courts, & other stakeholders. **(Risk of Delay, Doc Integrity Risk)**
- The application for a decree is highly centralized – available only at the Central Office. **(Risk of Delay, Abuse of Discretion, Records Management Risk)**
- To secure a decree of registration is a very lengthy process – 23 steps to complete the processing of a decree with complete requirements. **(Risk of Delay, Doc Security Risk)**

Recommendations

- Document Tracking System to immediately trace documents
- Reduce number of logbooks for easier monitoring (need to integrate common indicators per logbook)
- Improve records management system (i.e. use of table of contents, pagination, etc.)
- Reintroduce responsibility grid/monitoring system vis-à-vis a consistent rewards and sanctions system
- Conduct capability-building for records personnel, examiners, and receiving clerks.
- Develop a scheme to reduce face to face interaction (establish Help Desk)
- Improve working conditions/provide adequate equipment/facilities
- Standardize positions and salary grades of employees/staff doing the same functions

Issuance of Decree of Registration

Findings/Risks/Recommendations

Recommendations

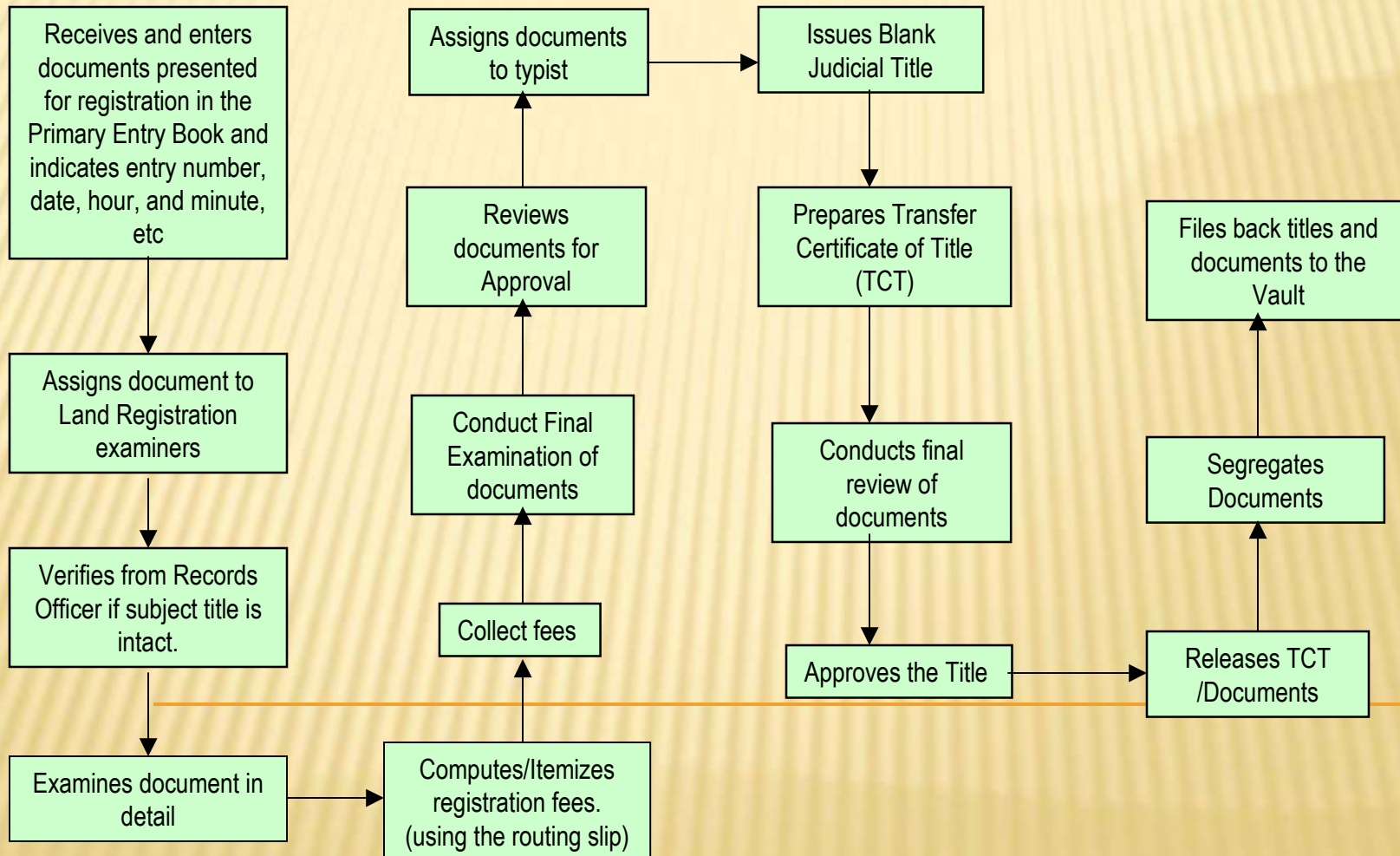
- Clarify policy on acceptance of documents hand-carried by clients
- Ensure strict implementation of schemes/policies (i.e. assignment of expedientes to examiners, CDS should get clearance from LMB that subject lot has not been applied in administrative proceedings such as patent)
- Reiterate requirements in the issuance of a decree of registration and translate this into a checklist which should be institutionalized
- Institutionalize regular dialogue and feedback to staff including those other units
- Simplify work processes and flowcharts to include processing time so clients will be informed as to when to expect the issuance of the decrees (RA 9485).
- Rethink mailing mode of delivery and receipt of documents as this takes time and can make the process very vulnerable
- Resolve the absenteeism issue

CVA 2: ISSUANCE OF SUBSEQUENT REGISTRATION

Background

- Main mandate of LRA: issue all subsequent or transfer certificates of title derived from the original certificates of title which may either be issued judicially or administratively
- Ensure fulfillment of LRA mission to maintain and foster greater public trust and confidence in the Torrens title through honest, prompt and efficient service and to preserve and maintain the integrity of land records.
- There are 164 Registries and these registries bring in almost 90% of the total revenue generated by LRA which eventually bolsters the revenue generation capacity of the country

PROCESS: ISSUANCE OF SUBSEQUENT REGISTRATION



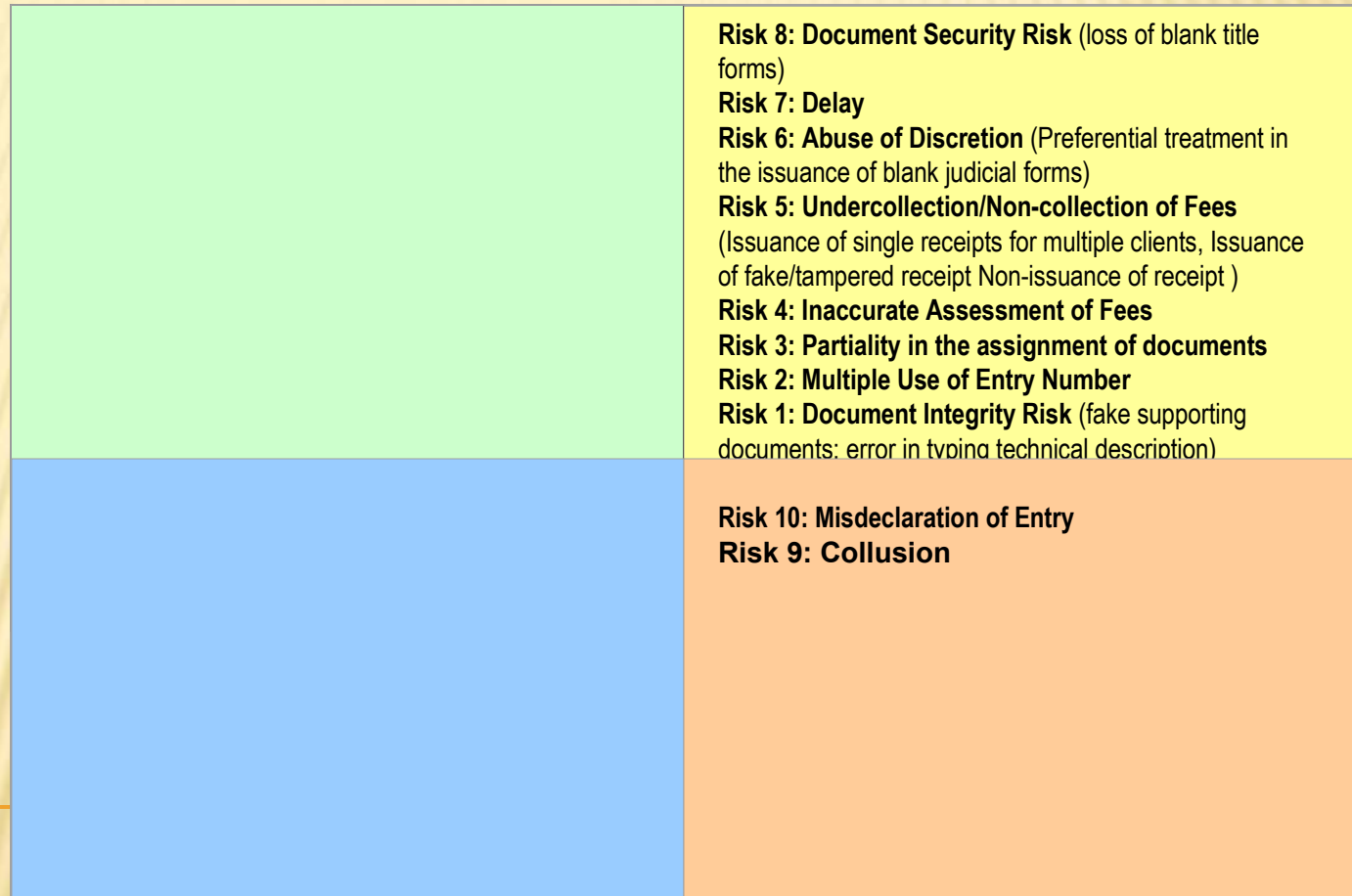
RISK MAP: SUBSEQUENT REGISTRATION (REGISTRATION OF DEEDS)

High



Likelihood of Occurrence

Low



Significance of Impact

High

Issuance of Subsequent Registration

Findings/Risks/Recommendations

- Established workflow is not followed strictly in all RODs (**Document Integrity Risk, Partiality in the assignment of documents to examiners/typists, Collusion**)
- No uniformity in the requirements needed in registration (**Document Integrity Risk, Misdeclaration of Entry, Multiple Use of Entry Numbers**)
- Entry of supporting documents and assessment of entry fee varies (**Inaccurate - assessment of Fees**)
- Cramped and poor working conditions of some RODs especially the Vault (**Document Security risk, Risk of Delay – Facilitation Fee/Extortion**)

Recommendations

- Establish linkages with other stakeholders (LGUs, BIR)
- Monitor performance of staff (rewards and sanctions)
- Conduct internal operations audit
- ~~Strict adherence and uniform application of rules/policies (assignment of docs to examiners/typists, examiner should conduct the assessment, OR number is attached in the documents and reflected in the Primary Entry Book together with the amount of collection, use of a standard routing slip, policy on release and issuance of Judicial Title Forms)~~
- Create template for encryption of technical descriptions

Issuance of Subsequent Registration Findings/Risks/Recommendations

Recommendations

- No face to face contact with clients (establish help desk)
- Prepare responsibility grid and ensure adherence (Examiner shld. proof-read the typed titles)
- Ensure complete entries in Primary Entry Book and devise monitor control in use of entry numbers in Primary Entry Book
- Computerize assessment of fees, workprocesses and records
- Conduct Internal Operations Audit
- Capacity building for cashiers/clerks/examiners
- Consider electronic billing & collection system
- Establish document tracking system
- Improve working condition (office area, salary levels of Vault keepers or if not possible make records officer accountable for vault keepers)
- Ensure physical safety and storage of blank Judicial Title Forms at RODs

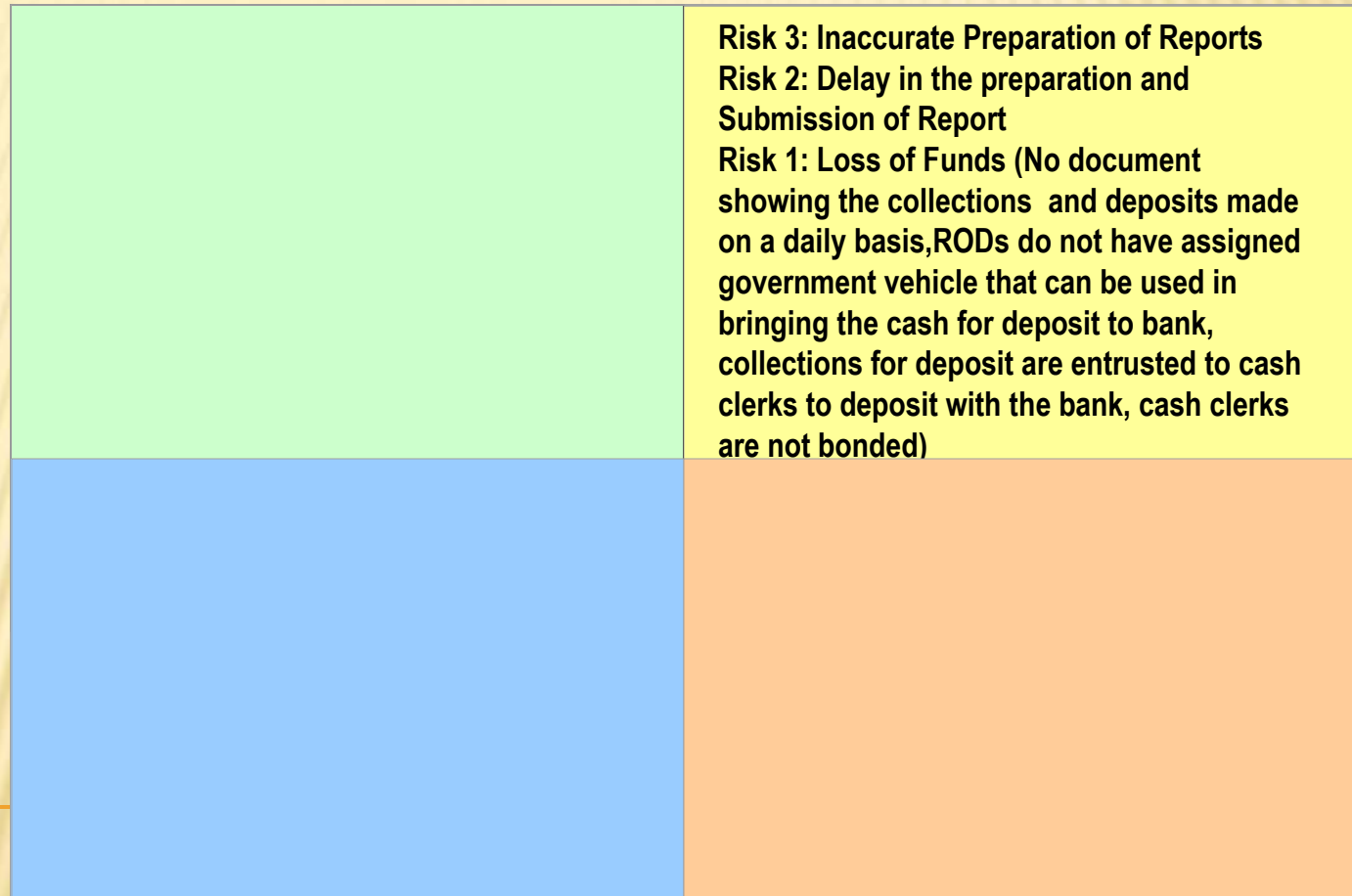
Risk Map: Financial Reporting

High



Likelihood of Occurrence

Low



Significance of Impact



High

Financial Reporting

Findings/Risks/Recommendations

- Registries bring in 90 % of the total revenue of LRA.
- No document readily showing the collections and deposits made on a daily basis (**Risk of Loss of funds**)
- Postings of cashbooks are not done daily (**Risk of Delay in submission of report**)
- No review of reports prepared by Cashiers (**Inaccurate reports**)

Recommendations

- Strict adherence to NGAS forms (Report of Collections & Deposits)
- Provide vehicles for each RD
- Cashier should deposit the collections and not entrust custody of funds to the cash clerks; should post daily in cash books; Strict observance of deadlines on submission of reports; Capacity building of cashiers
 - Installation of internal controls (ie: Include in the Task Allocation charts the preparation of the call up memos)
 - Formally assign personnel to review Cashier's reports
 - Computerize transactions process
 - Establish a monitoring system to ascertain correctness of reports as submitted at Central Office

CVA 3: RECONSTITUTION OF TITLES (Administrative and Judicial)

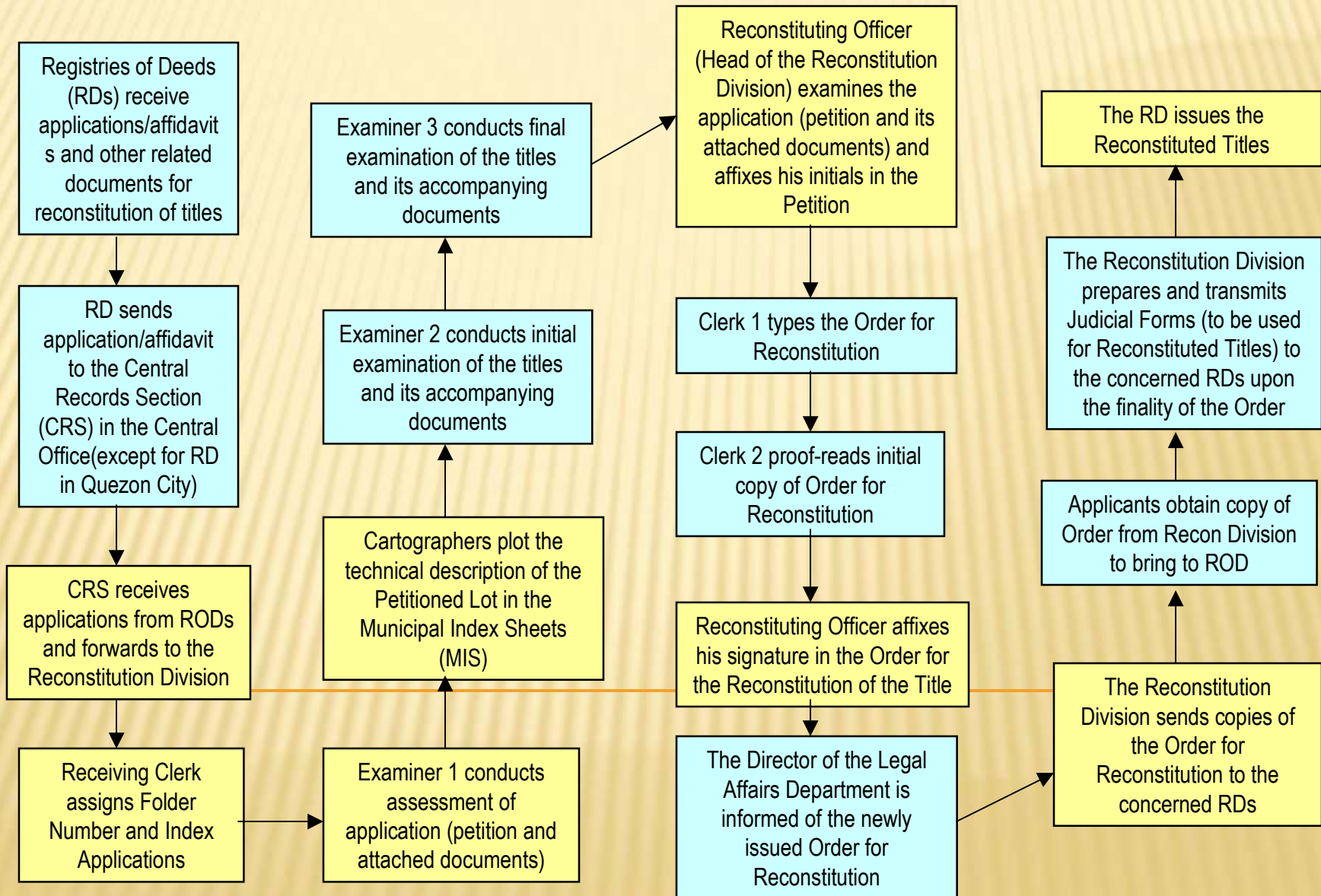
Background

Reconstitution is the restoration of the instrument or title allegedly lost or destroyed in its original form and condition. There are two ways to have titles reconstituted, either administratively or through the courts (judicial).

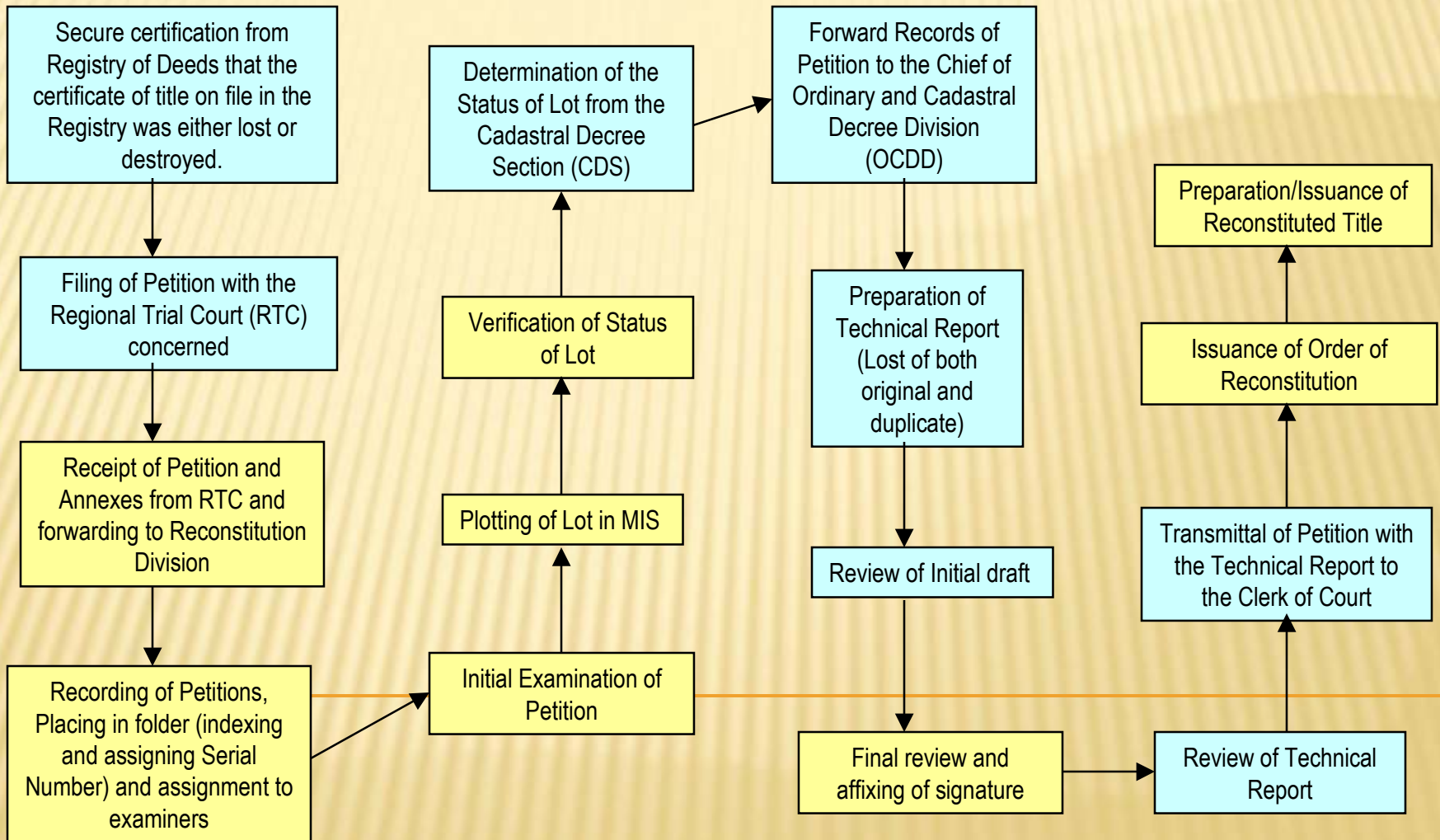
Administrative reconstitution may only be availed in case of substantial loss or destruction of land titles, due to fire, flood or other force majeure where the number of certificates of title lost or damaged, is at least ten per cent (10%) of the total number of title in custody of the Registry of Deeds but in no case shall be the number of the lost titles be less than 500.

Judicial reconstitution applies when individual file copies of the certificate of title are lost or destroyed in the Registry of Deeds.

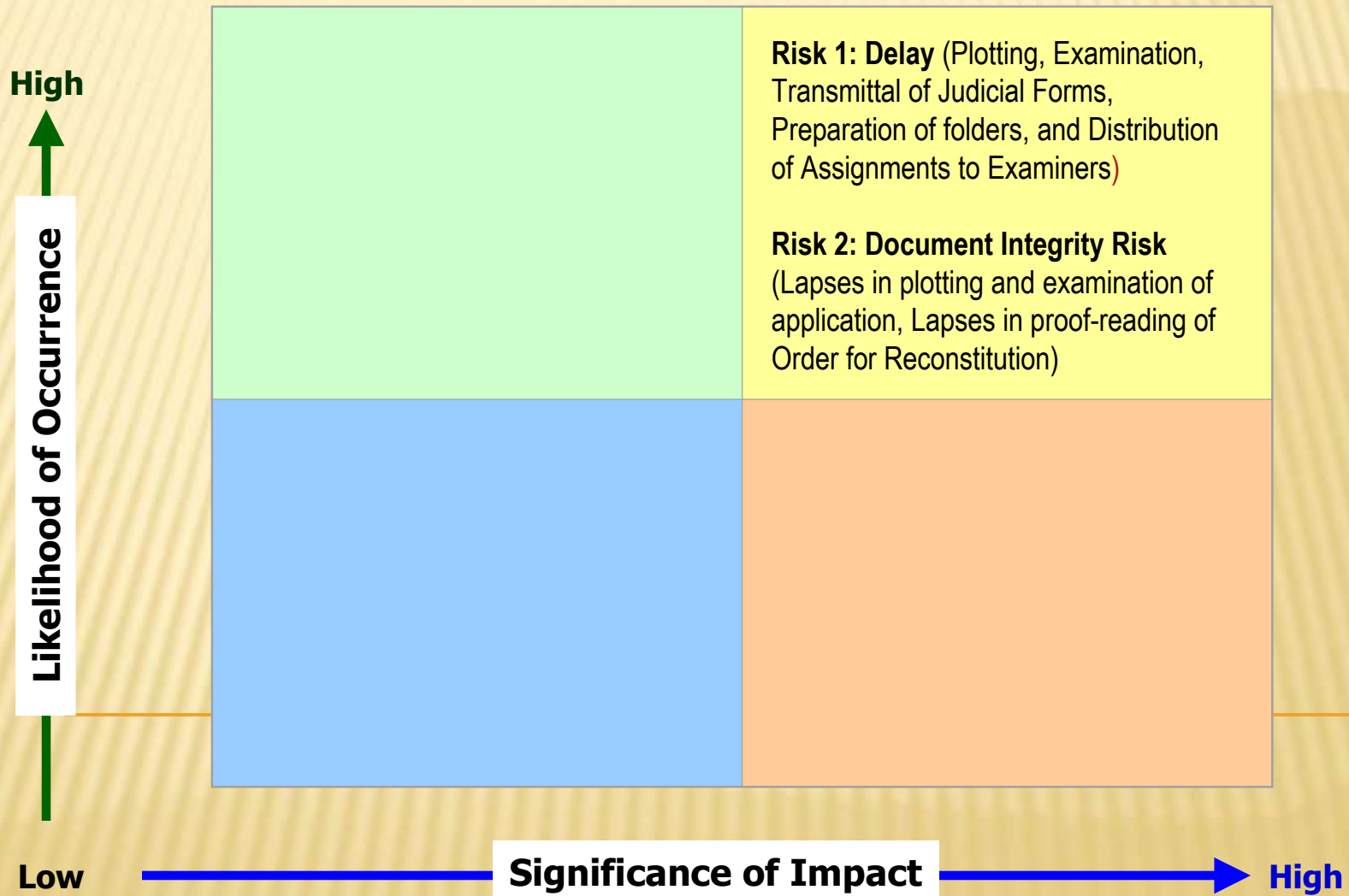
PROCESS: Reconstitution of Titles (Administrative)



PROCESS: Reconstitution of Titles (Judicial)



RISK MAP: RECONSTITUTION OF TITLES



Reconstitution of Titles

Findings/Risks/Recommendations

- There are 30,000 pending judicial reconstitution petitions and 10,000 pending administrative reconstitution applications as of March 2007 (**Risk of Delay- Facilitation**)
- There are lapses in plotting and examination of petitions and applications. (**Document Integrity Risk**)

Recommendations

- RDs should send applications on a weekly basis with a quota of 30 applications
- Provide written guidelines or checklist of what to examine in the application and attached documents
- Implement supervisory responsibilities for erring examiners/cartographers
- Policy on standard processing time (examination and plotting)
- Monitoring of staff performance (rewards and sanctions)
- Capacity building of staff (fraud detection of documents)
- Delegation of responsibilities to senior examiners and cartographers

Overall Recommendations

Prevention

- **Review and address systems gaps** discovered in the CVA of the 3 critical areas: issuance of decree of registration, issuance of subsequent registration and administrative and judicial reconstitution.

A. Service Requirements

- Update all the process flow including processing time for the issuance of a decree, and the reconstitution of titles, and the issuance of subsequent registration.
- Publish all the requirements and fees. Provide an updated list of basic (major) requirements and secondary requirements as well as those supplementary or replacement document for unavailable documents.
- Update critical recipients for the issuance of decree and the reconstitution of decrees

Overall Recommendations

Prevention

B. Systems and Procedures

- **Installation of a Document Tracking System**
- **Review and simplify process** with the welfare of the clients in mind
- **Standardize work process** by adhering to checklist of requirements and policies
- **Improve Records Management.** Systematize the un-bounded records, document arrangement, labeling, clustering, document receipt and retrieval should be improved.
- **Install internal control systems.** Look into all processes and identify control areas.
- **Ensure integrity of agency's Leadership system.** Senior Leaders should champion the anti-corruption efforts in all levels of the organization.
- **Introduce supervisory responsibility** and ensure that good performers are rewarded and corrupt staff are penalized. (Quality Controls)

Overall Recommendations

Prevention

- Analysis of suggestion /complaint box** should be done regularly
- Improve work environment** of LRA staff: work area, equipment and salary levels
- Establish a Gifts and Benefits Policy**, disseminate to all stakeholders and ensure compliance (tripartite)
- Promulgate zero tolerance policy for corruption.**

Enforcement

- Include Personal Integrity in Performance Management.**
- Craft clear policy guidelines for internal reporting and external reporting and investigation.**

Education

- Revise and reinforce LRA Code of Conduct** which are applicable within the workplace (function-based) and adherence to the Code should be monitored regularly.
- Capacity building** especially for the IT infrastructure and systems improvement (Records Management, Examiners/Cartographers Refresher Course)

Overall Recommendations

Institutional Building

- LRA problems are compounded by problems emanating from other agencies – Court, DENR, DPWH, DAR, etc. Need to have **closer coordination between and amongst these agencies to synchronize and simplify their processes.**
- **Establishment of a Management Planning and Organizational Assessment Unit** in charge of work process improvement program, service quality improvement program and accomplishments of targets and plans
- **Decentralization of Financial and Procurement systems** and application of issuance of decrees at ROD level.
- **Maintain independence of RODs but monitor performance.**
- **Consider transfer of Docket Division to Department on Registration.**
- **Institutionalize the Internal Audit Unit** who can study the agency's high risk functions and prepare and carry out a yearly audit agenda that addresses these risks.
- **Engage the Employee Union in Preventing Corruption.**

CONCLUSION

The corruption prevention initiatives of the Office of the Administrator are noted as a clear manifestation of the agency's firm commitment in addressing the challenge of corruption. There is need to look into the following:

- As there are several agencies involved in land titling, there is need to coordinate with agencies like the Courts, DENR, DAR, BIR, NPO, etc to prevent double titling, clarify boundaries, address slow and expensive titling and land registration
- Obtaining decrees and titles (be it transfers or thru reconstitution) is a lengthy process, there is a need to improve system given the Anti-Red Tape Law. There is need to rationalize period of possession for titling.
- Continue with anti-corruption reforms (IDR, TF Titulong Malinis, LTCP or the computerization project, IDAP)
- Most policies are in place, there is need to monitor and ensure that these policies are strictly adhered to.



Thank you!
