

**Cadastre, Land Registry and
Mapping Agency of The Netherlands**



**Technical Assistance related to process of Digital
Map Production, business development and IT-
strategy**

G2G08/MK/8/1

Final report 2009 September

Version

1.0

Auteur(s)

Rik Wouters, Vincent Verheij



Technical Assistance related to process of Digital Map Production, business development and IT-strategy

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Responsible for the assignment

Rik Wouters, Kadaster International

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Gligor Ralev, Goce Gruevski, Lidija Krstevska, EVD, HMA

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1.0	30 Sept 2009	Vincent Verheij	Final version

Review history

Version	Datum	Reviewer	Remarks
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1 Introduction

This final report describes the project outcome, lessons learned and recommendations and the end declaration of the project conform the model "Project Completion Report" as defined in the contract with the EVD.

Project name: "Technical Assistance related to process of Digital Map Production, business development and IT-strategy"
Project id: G2G08/MK/8/1
Project period: 01-09-2008 – 01-07-2008
Contract reference: DG20822339
Contract contact person: Ir. J.R. Boschloo
Counterpart: Agency Real Estate Cadastre (AREC)
FKA State Authority of Geodetic Works in Macedonia (SAGW)
Project budget: EUR 128.500 inclusive VAT
National aid coordinator in Skopje: Lidija Krstevka



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2 Project outcome

The outcome of the project activities is very satisfactory. The project was executed in a very pleasant and constructive cooperation with staff from the AREC and the Dutch Kadaster experts. The project consisted of 4 components.

2.1 Project Results

2.1.1 Project Result 1 "Improved business processes"

Workshop on financial management

In a two day workshop the principles of financial management were explained. This included finances in a public agency, cost recovery, cost allocation.

Number of participants: 6-8 from central office and Skopje office.

Workshop on Monitoring & Evaluation (M&E)

In a two day workshop the principles of monitoring and evaluation were explained. A first set of key performance indicators have been defined.

Number of participants: 6-7 from the Department of Finance and Control.

Workshop on customer orientation

In a two-day workshop the principles of customer orientation were explained. This included an overview of clients, insight in needs, insight in satisfaction and the need for a customer service department.

Number of participants: 5 from the department of Cadastre, land registry, operation/customer care.

2.1.2 Project Result 2 "Feasibility plan for digital map production"

A team of two experts from the Kadaster assisted AREC in developing a feasibility plan for digital map production. The feasibility plan was adopted within AREC and the follow up activities will be funded by the World Bank.

2.1.3 Project Result 3 "Strengthening IT-capacity"

An expert from the Kadaster assisted SAGW in strengthening the IT-capacity. In several one-week missions assistance was provided for the following processes:

Reviewing the IT-strategy

A second opinion on the IT-strategy was given. Recommendations for further improvement were made.

Drafting the Implementation plan

A detail plan for implementation of the software in the regional offices and, migration and harmonization of data. Including items such as training for users, future needs for maintenance of software and hardware



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Supporting project management

Project management is a crucial aspect in a large IT-project. Strengthening capacity and sharing best practices from Dutch Kadaster. Several advices were provided:

1. Implementation of the E-Cadastre (strategy, responsibility, planning)
2. Recommendations on contract-issues (contract management)
3. Recommendations on finalising E-Cadastre project
4. Advice on user acceptance of the E-Cadastre
5. Advice on scoping of the E-Cadastre (Opinion on the contract of the E-Cadastre project)
6. Report on test-session on location Center Skopje of the E-Cadastre system

2.1.4 Project Result 4 "Study tour to the Netherlands Kadaster"

For a good insight on a modern cadastre-organisation a five day study tour to the Netherlands was organised. It focused on aspects such as customer orientation, performance measurement and finances. During the visit workshops were held and Notary and several Kadaster locations we visited.

Number of participants: 6

2.2 Project aims

To assist the Macedonian State Authority of Geodetic Works in its transformation into an independent, self-financing public institution that provides high quality service to the public and, as one of its responsibilities, establishes and maintains a digital cadastre map which is fully compliant with the EU standards.

1. Improved business processes of AREC (SAGW)
2. Feasibility plan for digital map production has been developed
3. Strengthened IT-capacity of AREC (SAGW)

These aims were all reached within the project.

2.3 Project effect

The steps AREC has taken and will take on marketing, improving the quality of registration of property (with the new IT-systems) and the digital map production will have a positive effect on the investment climate for other countries including the Netherlands.

2.4 Sustainability of the project

To gain sustainability of the results of this project a follow up project is planned (new G2G-short project). This project will build on the results of the former project and assists with the further implementation. Also a new field of attention, the programme for National Spatial Data Infrastructure (NSDI) has been added since this is one of the strategic goals of AREC.

3 Lessons learned and recommendations

3.1 Lessons learned

3.1.1 Internal project logic

Workshops should preferably be organised outside the agency (or even outside of Skopje) to prevent the attendees to being distracted.

3.1.2 External factors

Nothing specific.

3.1.3 Work plan

Nothing specific.

3.1.4 Human resources

The needed resources for executing the project were delivered on time en with the desired experience and quality.

3.1.5 Organisation

The organisation of the project was very effective. Cooperation with the AREC management, AREC employees, the SIDA project, the World Bank, , EVD, Embassy and the Netherlands Kadaster was very pleasant and effective.

There was no overlap between this project en the SIDA-project. The experts from the Netherlands Kadaster worked at strategic and tactical level, providing information, advice, guidance and support to AREC. AREC created the products and performed the execution of plans. The SIDA-project is focused on operational-IT-strengthening.

3.1.6 Budget

Part of the budget was shifted during the project after mutual agreement with AREC and EVD.

3.1.7 Sustainability

The project delivered sustainable results (also see the letters of observation and satisfaction).

3.1.8 Follow up

For the sustainability of the results a follow up G2G-project has been defined (G2G08/MK/8/2) "Further assistance to process of Digital Map Production, business development and IT-strategy".

The following components have been defined:

1. Component General awareness NSDI and Inspire
2. Component Self financing and marketing plan prepared
3. Component Digital map production process supported
4. Component IT-capacity of SAGW further strengthened
5. Study tour For top level management

3.1.9 Other actions

Nothing specific.



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4 Annexes

1. End declaration
2. Accountants verklaring
3. Invoice
4. Letter of observation
5. Letter of satisfaction

Last budget scheme

Factuur te declareren kosten

Separate annex

Separate annex