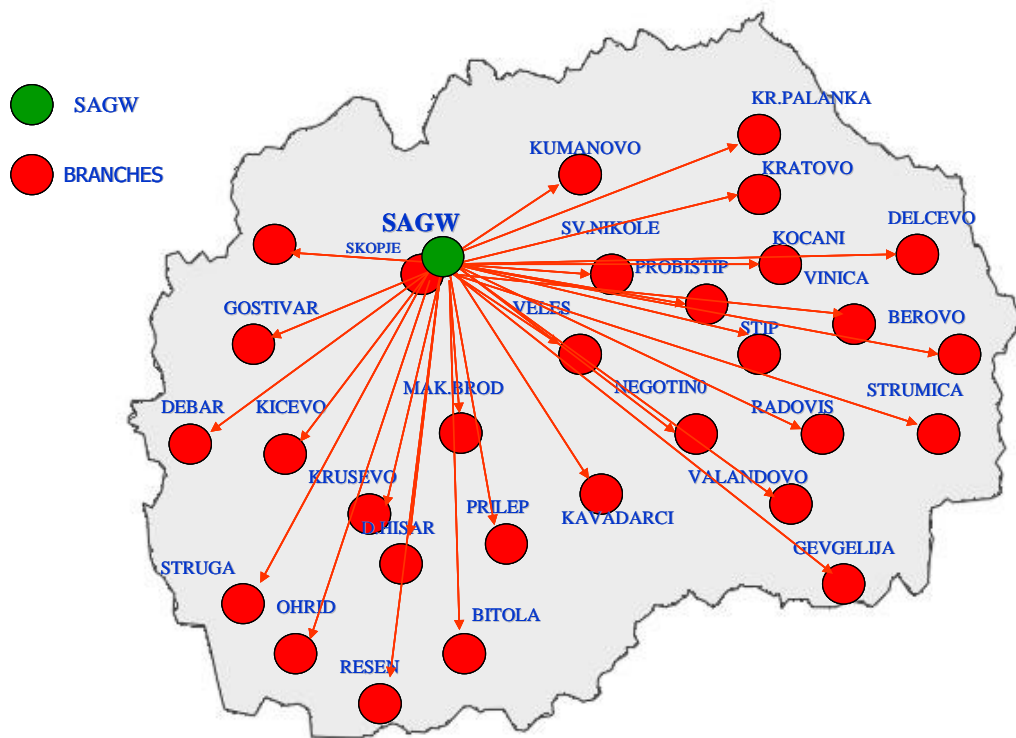


*Strengthening the Institutional Capacity of the Real Estate Cadastre Agency in
Macedonia
Interim stage
January –June 2009*



Introduction

The Real Estate Cadastre Agency has submitted a Project Proposal to the Swedish International Development Agency for further funding of the institution for the period 2009-2011. In order to provide continuity in the implementation of the activities connected to the implementation of the significant reform steps, the RECA is submitting this request for funding for the interim period of 6 months, starting from January to June 2009.

Starting from the recommendations provided in the last monitoring report for the realization of the activities of the Project for Strengthening of the Institutional Capacity of the State Authority for Geodetic Works (SAGW) – in Macedonia 2005-2008, the Real Estate Cadastre Agency describes below the project results and activities that require further funding, with a duration of six months.

Applicant	Real Estate Cadastre Agency
Budget	5.498.800 SEK
Commencement of the project	01.01.2009
Duration of the Intermediary Stage	01.01.2009 – 01.07.2009
Background	<p>The Real Estate Cadastre Agency is a body that is responsible for its work before the Government of RM. This institution is in charge of: gathering, processing, maintaining, managing, using and distributing spatial and descriptive real estate data. The security of the registered real estate data, the security of the real estate transactions is a precondition for improving the business climate in the country, and by all means one of the highest priorities of the Government of RM.</p> <p>Thus, the Government is strongly focused on supporting the reform activities of RECA, both towards the completion of the process of establishing the real estate cadastre on the territory of RM by the end of 2009, and on the transformation of RECA into an organization that will provide high quality and reliable data related to</p>

	<p>real estate, for the citizens and for the professional community.</p> <p>This project is focused on activities connected to the strengthening of the capacity (providing advice, training, exchange of experiences, development of a methodology, pilot testing, etc.) which will contribute and assist the RECA in achieving its goals.</p> <p>The project should contribute to the implementation of the vision of RECA by strengthening the internal capacity, by assisting seminars with the professional users of RECA, providing international experience in the analysis of the demands on the market; providing advice in the maintenance of existing web services, in the creation of new web services, updating and upgrading the attribute database, graphical database and topographic database.</p> <p>The implementation of the national e-cadastre is currently one of the highest priorities of RECA. Developing services for the exchange of data with partner institutions, notaries, geodetic companies, as well as preparation for the implementation of EU regulations and standards (INSPIRE Directive and the Directives of Cadastre 2014) are the results expected from this project.</p> <p>Preparation of the institution for accepting the e-government concept, “one stop shop” e-commerce.</p> <p>Assistance in the development of the organization through the introduction of management systems, finance and staff motivation, on-the-job training, workshops, study tours.</p> <p>Consequently, the project components of the capacity building project are the following:</p> <ol style="list-style-type: none"> 1. Developed E-cadastre in Skopje Sector and 4 other cadastre offices 2. Staff in RECA competent for managing the development and maintenance of the GNSS system 3. Trained management staff for business planning management, in order to improve the efficiency of the cadastre
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	4. Available staff that possesses good knowledge of land registration
Objective of the application for the intermediate period	<i>Bridging the activities from the first phase of the capacity building project into the second phase by in order to sustain the project resources and results into the new phase.</i>
Outputs	<ol style="list-style-type: none"> 1. <i>Developed E-cadastre in Skopje Sector and 4 other cadastre offices.</i> 2. <i>Competent staff in RECA for managing the development and maintenance of the GNSS system</i> 3. <i>Trained management for dealing with business planning in order to improve the efficiency of the cadastre</i> 4. <i>Trained staff – available staff with good knowledge of land administration</i>
Activities	<p>Activities related to Output 1. <i>Developed E-cadastre</i></p> <ol style="list-style-type: none"> A. Analysis of the needs for hardware and software for the roll-out of the e-Cadastre B. Analysis for the consistency of the data in the departments for real estate cadastre C. Training of the users of the new e-system D. Integration of the software and procedures for installation E. Data migration F. Stand by support G. On-the-job training for setting up GIS infrastructure H. Introducing IT standards in RECA harmonized with the EU Directives I. Developed data management policy. J. Equipment for e-cadastre K. Licensed software
<i>Required resources</i>	<p><i>Required resources or inputs should be both in the form of human resources (consultancy) and, training and goods (equipment).</i></p> <p>Local IT consultants hired through the project that will</p>

	<p>work as support of the implementation of the new registration cadastral system.</p> <p>Short-term local IT experts (for 3-6 months) that will be working full time, and that will support RECA in the implementation of the national e-cadastre in Skopje and the 29 REC branch offices</p>
<i>Responsible for the activity</i>	<p>RECA</p> <p>Head of IT Sector</p>
<i>Duration</i>	<p>January - July 2009</p> <p>(the process of implementation of the national e-cadastre continues throughout 2009 in the branch offices nationwide)</p>
Activities	<p>Activities concerning Output 2.</p> <p><i>Competent staff in RECA for managing the development and maintenance of the GNSS system</i></p> <p>A. Training the staff in the branch offices for maintenance of GNSS stations</p> <p><u>Three one day training courses for 14 employees in the branch offices</u></p> <p>B. Training users for MAKPOS (additional processing and real time measuring)</p> <p><u>One day training intended for the users of MAKPOS</u></p> <p>C. Connecting the MAKPOS network with the fundamental benchmarks throughout Macedonia for the need to define the altitude of the network of MAKPOS</p> <p><u>Three seminars for training of the branch office staff – field measurements</u></p> <p>D. Seminars for promotion of the MAKPOS system and support of the activities for branding the system</p> <p><u>Two seminars for the users of the system intended for ministries and other government institutions</u></p> <p>E. Participation in the preparation of regulations</p>

	<p>concerning the implementation of the new GNSS technology <u>Regional/International consultant with two one-week missions</u></p> <p>E. GNSS software</p>
<i>Resources required</i>	235.000 SEK and a local consultant for geodesy
<i>Responsible for the activity</i>	RECA Sector for geodetic works
<i>Time period</i>	February - June 2009
Activities	<p>Activities related to Output 3.</p> <p><i>Trained management staff in business planning and management in order to improve the efficiency of the cadastre</i></p> <p><i>Workshops and on-the-job training</i></p> <p>Workshops and on-the-job training for modeling business processes concerning the new national electronic system</p> <p>Several 1-2 week missions will be conducted in a period of 3-6 months for assisting RECA in the following fields: (a) Formal organizational structure and hierarchy, (b) System for management and control, (c) Management information system, and (d) Human Resource Management system.</p> <p>Workshops and on-the-job training intended for the Heads of the Sectors and the Departments of RECA for IT, Sector for Planning and Management and Sector for Human Resources</p>
<i>Required resources / Inputs</i>	<p>1.130.000 SEK</p> <p>A Pool of experts will support RECA in the development of the e-cadastre in different parts (Development of a graphical module of the e-cadastre, improvement of the e-cadastre etc.), as</p>

	<p>well as support the institution in the area of e-cadastre and business management in general.</p> <p>To support the institution in the process of revising the main Strategic document, to develop a Marketing plan for the institution and to assist the institution in the process of becoming a modern business oriented e- cadastre.</p> <p>A. Team of International consultants for e-cadastre B. The International experts will assist the RECA by providing advice in the development of the business processes of RECA related to the e-cadastre. C. International advisor for business and marketing D. International advisor for HR E. Advisor to the Director of <u>RECA</u></p>
<i>Responsible for the activity</i>	RECA/IT Sector/Sector for planning and management and Sector for Human Resources
<i>Time period</i>	February-July 2009, continuously
Activities	<p>Activities related to Output 4. - <i>Local training</i></p> <p>Six one-day training courses intended for the staff on the implementation of the new legislation and the by-laws</p> <p>Participants: cadastral officials from the departments for real estate cadastre</p> <p>Six one-day workshops intended for the private geodetic companies and representatives from the REC departments</p> <p>Three types of IT training Oracle, Network, server oper.system</p> <p>Technical IT training of several weeks intended for: IT staff from the RECA sector, data base administrators, system administrators and marketing/business planning administrators</p>
<i>Required resources</i>	460.000 SEK

	The recourses are needed for Oracle training, training for sub-laws , private surveyors and notaries, as well as workshops for training personnel in marketing and business processes
<i>Responsible for the activity</i>	RECA
<i>Duration</i>	February, 2009, continuously
<i>Study Tours</i>	<u>Study tours: Slovenia, Lithuania</u>
	Objective of the visit: Introduction of the Lithuanian system for providing e-services with the users of real estate, exchange of experiences Number of participants: 5-8 representatives of the RECA management and RECA's branch offices
<i>Required resources</i>	300.000 SEK
<i>Responsible for the activity</i>	RECA
<i>Duration</i>	April - June 2009
<i>- Stakeholder seminars</i>	Two seminars for the users of services. Participants will be the users of the e-cadastre system
<i>Required resources</i>	200.000 SEK
<i>Responsible for the activity</i>	RECA
<i>Duration</i>	March/May
Project office Local consultants and (running office costs, vehicle costs, printing, copying, etc.)	1.200.000 SEK

During the period of project implementation RECA is requesting for the local office of the project to be organized in the following way:

- 1. The team leader of the project will not be hired full time, but will work on an intermittent basis depending on the dynamics of the activities, and his arrivals to Macedonia will depend on the same. The team leader will be responsible for reporting to Sida, for the financial status of the project, including invoices, will be responsible for implementing the procurement procedures in accordance with the Sida Procurement Procedures.*
- 2. RECA will be responsible for organizing the work of International IT, HR and Marketing/business consulting. RECA will provide the team leader with the necessary administration services (translation, statement of account and other financial issues etc.)*
- 3. The Project management will be the responsibility of the Steering Board of the Project that will include a representative from Sida, the Director of RECA, the consulting company (the team leader of the project) and representatives of the relevant Sectors in RECA. The Steering Board will have no more than 7 members.*
- 4. The RECA is requesting for the project activities to be monitored by Sida, with periodical missions every three or six months in order to provide the evaluation of the activities, the progress and the quality of the project implementation.*
- 5. The coordination of the activities by RECA will be done by the Sector for European Issues and International Cooperation, i.e. the Head of that Sector along with the Team Leader.*

The RECA is requesting for the project administration (administrator, translator/interpreter to be transferred within the Sector for European Issues and International Cooperation. The RECA believes that this intermediary period should be used to transfer certain functions, so that the project can be administered by the institution itself. The project budget includes funds for salaries of the administration, initially having in mind the administrative wait time (labor legislation of RM) i.e. the time it takes for the employees to be transferred into RECA. The administrator will continue the administrative functions needed for the consultant, Swedesurvey, as an employee of RECA when there are conditions for it.

The RECA, through the Sector for European Issues and International Cooperation take over the full responsibility for planning and implementation of the training programs at the established Training Centre.

- 6. The Project IT consultants and the surveyor will remain as they were employed and financed by the Consultant Swedesurvey in the next period as well, i.e. as RECA consultants, providing support and on-the-job training of the staff from the IT Sector of RECA. However, the responsibility for staff management will be taken over by RECA, for the IT consultants through the Head of IT sector and for the surveyor by the Sector for European Issues and International Cooperation.*

7. *In this way, RECA will continue towards institutionalizing and strengthening the ownership of the project results from the first phase of the capacity building project.*

Attachment: Budget for the period January - July 2009.