

Title	Technical Assistance related to process of Digital Map Production, business development and IT-strategy
Advice EVD	Positief
General	
Submitter(s)	State Authority of Geodetic Works in Macedonia (SAGW) in close cooperation with the Netherlands Cadastre, Land Registry and Mapping Agency (Kadaster).
Country	Republic of Macedonia
Counterpart (s)	State Authority of Geodetic Works in Macedonia (SAGW)
Beneficiary (ies)	State Authority of Geodetic Works in Macedonia (SAGW)
Execution: Netherlands implementing team	Direct contract to Dutch Cadastre, Land Registry and Mapping Agency (Kadaster)
Budget	EUR 128.500
Start	September 2008
Project duration	9 months
Project information	
Problem analysis	<p>The State Authority for Geodetic Works (SAGW) is an individual state body in charge of conducting the geodetic works and registering the real estate rights. The Real Estate Cadastre (REC) is a collection of data from the survey, the cadastre classification of land and of the registered real estate rights. The survey and the real estate cadastre also comprise the changes that have occurred on the real estate and real estate rights that have occurred after the survey, i.e. after the establishment of the real estate cadastre (maintenance of survey and real estate cadastre).</p> <p>The real estate cadastre is a major obstacle for the businesses in Macedonia. The lack of secure and efficient property registration system jeopardises the development of the land and the immovable markets, restricts the investments and negatively affects the overall economic development of the country. Moreover, the further development of the Real Estate Cadastre is important in order to fulfil the conditions set up in the EU Partnership Agreement, in particular the benchmark number eight for enhancing the general business environment and supervisory agencies, speeding legal procedures and continuing registration of property rights. Therefore the government is strongly committed, not only to finalise the establishment of the real estate cadastre throughout the country by the end of 2009 but also to transform SAGW from an organisation that establishes REC into an organisation that maintains REC and delivers high quality services and products to the citizens and the professional customers (i.e. lawyer, notaries, banks etc.).</p> <p>The Government of Macedonia has requested and received support from the World Bank to help finance its Cadastre and Registration System Improvement Program. For the Real Estate Cadastre and Registration Project (RECRP), a loan from the World Bank (IBRD) has been provided, in amount equal to 10.3 million Euros. The Project implantation started in June 2005. The main objective of the Real Estate Cadastre and Registration Project was to build an efficient and effective real estate cadastre and registration system, contributing to the development of efficient land and real estate markets. In December 2007, the Netherlands Kadaster carried out a review mission at the request of the World Bank. The experts of the Netherlands Kadaster identified the following three main issues that would need to be addressed in</p>

	<p>order to ensure the further transformation of the SAGW 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.</p> <p>1. Improved business processes The overall business processes of SAGW need to be addressed, paying attention to, amongst other things, financial management, quality control and consumer orientation.</p> <p>2. Feasibility plan for digital map production One of the highest priorities within SAGW is the process of digital map production. Produced maps in recent years, have not been (systematically) maintained and SAGW does not have any plan for the process of updating the map, the conversion to digital map and the ongoing process of reambulation (first registration of ownership).</p> <p>3. Strengthening IT-capacity In order to provide high quality customer service, a first priority for the SAGW is to improve its ICT system. A comprehensive ICT strategy has been developed in early 2008 and limited web based services are already provided to the customers. The next step will be to review the IT-strategy, draft an implementation plan and enhance the IT capacity within SAGW.</p> <p>The Netherlands Kadaster and SAGW have expressed their wishes to intensify the cooperation and developed the underlying G2G-short proposal that addresses these three points of attention.</p>
Project purpose	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.
Results	<ol style="list-style-type: none"> 1. Improved business processes of SAGW 2. Feasibility plan for digital map production has been developed 3. Strengthened IT-capacity of SAGW
Activities	<p>Activities relating to result 1 'Improved business processes'</p> <p><u>Workshop on financial management</u> In a two day workshop the principles of financial management will be explained. This includes finances in a public agency, cost recovery, cost allocation.</p> <p>Number of participants: 6-8 from central office and Skopje office.</p> <p><u>Workshop on Monitoring & Evaluation (M&E)</u> In a two day workshop the principles of monitoring and evaluation are explained. A first set of key performance indicators will be defined.</p> <p>Number of participants: 6-7 from the Department of Finance and Control.</p> <p>Subsequently one day will be reserved for delivering advice on the spot.</p> <p><u>Workshop on customer orientation</u></p>

In a two-day workshop the principles of customer orientation are explained. This includes 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.

Subsequently one day will be reserved for delivering advice on the spot.

Study tour to the Netherlands Kadaster

In order to get a good insight on a modern cadastre-organisation a five day study tour to the Netherlands will be organised. It focuses on aspects like customer orientation, performance measurement and finances.

Number of participants: 6

Activities relating to result 2 ' Feasibility plan for digital map production '

A team of two experts from the Kadaster will assist SAGW in developing a feasibility plan for digital map production. Several 1-2 week missions will be carried out over a period of 6-9 months adding up to approximately 50 days of assistance with the following processes:

Describing the current situation

Assistance is given in describing the present situation concerning digital map production. It is important to determine the progress because of determining first priority actions and to assess the total capacity and elapse time needed.

Defining a strategy

Describing the objectives and scope for the digital map production. Assistance is given to this activity in order to have a road map for all future activities too.

Determining priorities

Establishing selection criteria, based upon which a complete overview can be made of the most important activities. Activities will be grouped so that intermediate platforms will be reached. A platform is a consolidated result, of which the results are concrete functionalities.

Making an activity and cost plan

Base upon the strategy a detail activity plan will be elaborated, taking into account the priorities, platforms and activities which are identified.

Deliver advice on the spot

On specific technical issues that come up, experts of the Dutch Kadaster will share there experiences and best practises for optimal solutions.

Activities relating to result 3 'Strengthening IT-capacity'

An expert from the Kadaster will assist SAGW in strengthening the IT-capacity. Several one-week missions will be carried out over a period of 6/9 months adding up to approximately 25 days of

assistance with the following processes:

Reviewing the IT-strategy

The present strategy will be subject to a second opinion research. Recommendations for further improvement will be made.

Drafting the Implementation plan

Making 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

Supporting project management

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