



REPUBLIC OF MACEDONIA
STATE AUTHORITY FOR GEODETIC WORKS

**STRATEGIC PLAN FOR MARKET AND FINANCING
OF THE
STATE AUTHORITY FOR GEODETIC WORKS – SAGW
2007 - 2010**

Skopje, 2007

CLARIFICATION OF THE ACRONYMS USED IN THE DOCUMENT

SAGW	State Authority for Geodetic Works
RM	Republic of Macedonia
WB	World Bank
IT	Information technology
HR	Human Resources
MF	Market and finances
ICT	Information and communication technology
GIS	Geo information system
GPS	Global Positioning System
e-	Electronic
SWOT	Strengths, Weaknesses, Opportunities, Threats
LC	Land Cadastre
REC	Real Estate Cadastre
PIP	Project Implementation Plan
EU	Euuropean Union
NATO	Northern Atlantic Treaty Organization
WGS84	World Geodetic System from 1984
UTM	Universal Transfer Mercator Cartographic Projection
EUPOS	European Postitioning System for Determination
NSDI	National Spatial Data Infrastructure
INSPIRE	European Spatial Data Infrastructure
ETRS89	European Terrestrial Reference System from 1989
GRS80	Geodetic Reference System from 1980
IBRD	International Bank for Reconstruction and Development
TSC	Total Station
CAD	Drawing Software
PC	Personal Computer

MARKETING AND FINANCING PLAN FOR THE STATE AUTHORITY FOR GEODETIC WORKS

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1 EXECUTIVE SUMMARY

2 INTRODUCTION

This Marketing and Financing (M&F) document forms an integral part of the Strategic Business Plan (SBP) for SAGW and is appended to this later document. Accordingly, the statements in SBP are not repeated here. A summary of the findings and conclusions in the M&F document is entered into the SBP under the appropriate sections.

The main purpose of the Marketing and Financing document is to identify and document existing and potential products and services of the SAGW, its volumes and prices. Further, potential markets for the existing and potential products and services including volumes and prices should be identified. Finally marketing strategies to market the products and services provided by SAGW should be identified.

Based on the assessment of the market for SAGW products and services, predictions on possible revenues coming from the sales of SAGW products should also be made. These predictions thus lay the foundation for calculation of the financial situation for SAGW as well as setting the volume requirements for specific products.

3 CURRENT AND POTENTIAL CLIENTS AND THEIR CURRENT AND POTENTIAL PURCHASES OF SAGW PRODUCTS AND SERVICES

In order for SAGW to be able to an increasing extent reach its objective of becoming a self-funding agency, it is important to focus on the current and future clients, their situation and needs. In other words, there is a need to distinguish `who the client is` and `what the client wants` and then to ensure that SAGW products and services meet these needs to the extent possible from a technical and financial perspective. This section contains a description of the current and potential clients coupled with their current and potential purchases of SAGW products and services.

3.1 General on the needs of the clients

SAGW has not performed any large market survey and the needs of the clients are thus not known in detail. However, in general terms, the requirements of the clients could be summarized as “**BETTER-CHEAPER-FASTER**”.

Also, for the needs for the development of an ICT strategy of SAGW, there were interviews made with external users – clients of the products and services of SAGW in order to identify their needs. Of course these interviews must be seen in the light of accumulating information to form the basis of the ICT-strategy, but since the criterion for selection was to select the one most involved in using SAGW services, some of the finding could still be useful in this general context.

The interviews were made in two target groups, from the public and the private sector. The total number of interviewees was 15. During the selection of people from the organizations-companies for the interview, the criterion was to select the ones most involved in the using of

SAGW services. The interviews had the task of getting to know the level of ICT in their organizations, automated processes, using Internet, links with other organizations and companies and their experience in the development of an ICT strategy.

None of the interviewed organizations has an automatic link with another organization, SAGW is the most desired organization with which they would like to be linked for exchanging data. The products and services that SAGW provides are legally bound for official use. Since there is no equipment and appropriate digital data it is very difficult to improve and speed up the electronic distribution of digital data. The interviewees have recommended for the conversion into digital data and products to be for the ones for which there is most demand from the clients and for this data to be accessible on line. The improvement is possible by involving the users for analyzing their needs and when new products, processes and systems are being developed. It was proposed for SAGW to revise their fees policy.

On the topic of on line access and having in mind that SAGW is now using Internet only for informative purposes, all of the interviewees have said that any data or product of SAGW available on line would be useful for them.

Most of the interviewees have assessed the general work of SAGW as insufficiently satisfactory. All of them expect changes and improvement with the full implementation of the Law on Geodetic Works, which will provide a possibility for the private surveying practice and outsourcing. However, having in mind the level of development of ICT in SAGW all of the interviewees have said that it will take a lot of work for the optimal utilization of the possibilities of new technology, ICT, GIS functionality and other innovative tools that are offered today, for the assistance, facilitation and speeding up of the delivery of digital data, products and services.

Generally speaking, the most important issue from the perspective of the clients are to speed up the procedures of SAGW, to ensure that the quality and the data security is improved and maintained and that the clients confidence in the services of SAGW thus will increase.

3.2 Improvements to SAGW current products and services

On a high level, the following conclusions can be reached at with regard to necessary improvements of the SAGW products and services:

- The migration of the data from the existing database into a relational database would improve the quality of the data and would speed up the process of issuing property certificates
- Complete coverage of SAGW with IT infrastructure will enable the improvement of the efficiency of all products and services.
- The cadastral data will be available on the web page of SAGW
- Facilitating and speeding up the transactions.
- Electronic work log book and an electronic archive which will enable transparency, history (parcel background), statistics and efficiency with an option for the status of the case to be able to be seen on the Internet
- Internet access to geospatial data in a GIS environment
- Improved quality of services to clients due to a single, unified and cleaned database, built-in workflow checkpoints and defined and standardized working routines

3.3 *Current and potential clients, current and potential situation and needs*

Introduction

The main current and potential users of data from SAGW could be grouped as follows:

- The owners of real estate
- Private surveying companies
- Notaries
- Attorneys
- Insurance companies
- Financial institutions
- Utility companies and public services
- Real estate agencies
- Local self-government
- Government institutions (especially the Ministry of Agriculture, the State Statistical Agency, Public Revenue Office (Tax Authority) in the Ministry of Finance and the Ministry of Transport and Communications)
- Central Registry

Below is a more detailed description of the current and future situation of each of these groups of clients as well as an estimate of their current purchases of various kind of SAGW products and services. The current SAGW products and services are depicted in Appendix 1. In order to enable a manageable number, these products and services have been grouped as follows:

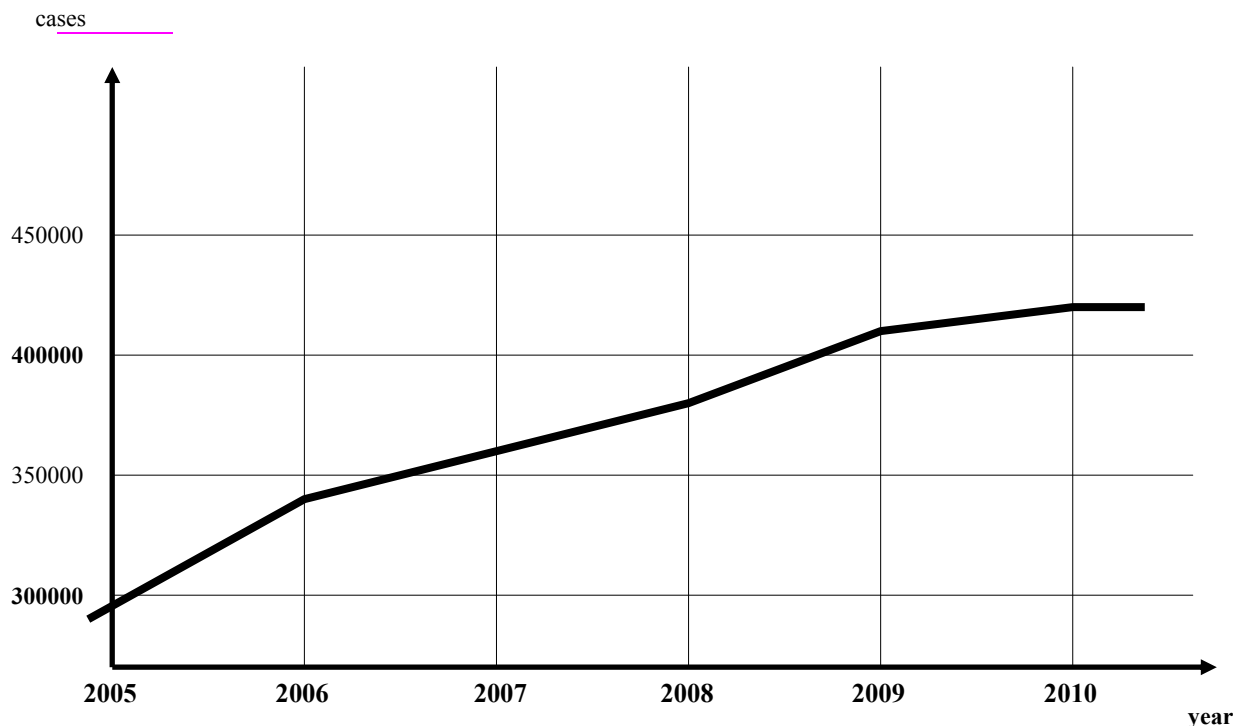
No	Product/service	2005	2006	2007	2008	2009	2010
		Quan.	Quan .	Quan .	Quan .	Quan .	Quan .
1	Issuing property certificates REC	89,588	83,276	108,259	140,736	182,957	237,845
2	Issuing possession certificates (LC)	74,131	80,852	56,596	39,617	27,732	0
3	Changes in the database (transactions)	38,030	45,908	50,499	55,549	61,104	67,214
4	Mortgages	2,920	6,159	6,775	7,452	8,198	9,017
5	Certificates / verifications	23,673	18,669	20,536	22,589	24,848	27,333
6	Certificates - background	13,989	12,707	11,436	10,293	9,263	8,337
7	Copies from cadastral plans (+with coordinates)	26,186	40,467	38,444	36,521	34,695	32,961
8	Registration of rights (maintenance and individual)	7,366	13,881	14,575	15,304	16,069	16,872
9	Requests from private surveying companies	0	22,015	23,116	24,272	25,485	26,759
10	SAGW – Cadastral plans A0 format	673	536	590	649	713	785
11	SAGW – Topographic maps	87	45	54	65	78	93
12	SAGW – orto photo products	0	0	50	100	150	200
	TOTAL	276,643	324,515	330,929	353,147	391,293	427,417

The accounting and reporting systems of SAGW contain information on total volumes and total revenues per product group but it is not possible to derive detailed historical or current information on how much each group of clients buy from each group of products. Thus the tables in the below sections have been produced based on the monthly reports that are received from the branch offices, Skopje Sector and the Sectors in SAGW.

PROJECTIONS

Today, some 70 % of the territory of Macedonia is covered by the REC. As the coverage increases the number of cases will also increase. The below graf illustrates that. The more emphasized growth of the number of cases is predicted for 2008-2009, and this is because the displaying will be finished in all of the cities, which means that every real estate unit will have a property certificate.

Overview of the development of the number of cases from 2005 to 2010



Possession certificate according to our forecasts there will be a downfall and by 2010 it will be zero. With the realization of the Real Estate Cadastre and Registration Project, the whole territory will be covered with the real estate cadastre. As a final document in the real estate cadastre there is the property certificate.

Property certificates – there will be an increased demand of PC, according our projections there are 600000 residential apartments in the Republic of Macedonia, half of which do not have a property certificate and will get one with the establishment of the REC. The second reason for the increase of the number of issued property certificates is the fact that with 100% coverage of the real estate cadastre we will have the actual situation

Copies of cadastral plans – there will be a need for this data (one parcel). Today these products are delivered directly from SAGW to the client. When the IT-strategy is implemented, the clients and/or the private surveying companies will be able to download it directly on the Internet.

Transactions/changes – the general development of the society is an indicator that the real estate market will grow and there will be an increase in the transactions of real estate. According to these indicators we are forecasting an increase in the demand for this service that we provide for the users. According to our projections the price for this service is too low and it should be reconsidered, which would also increase SAGW income for its basic needs. The growth comes from the establishment of the REC where each land and real estate transaction has to be registered in the cadastre.

Background/history- a lot of procedures connected to denationalization and privatization will end and the background will serve exclusively for court disputes however we are predicting a downfall of the demand for this product.

Mortgages- for this service there will be a annual growth of 10 % with the assumption that the economy of the Republic of Macedonia will develop and there will be an increase in the demand for this product

Field cases-(all of the demands from the private geo sector) and they are 1. three geodetic points, 2. copies in A4 format and 3. detailed points for the boundary of the parcel. For this service we are predicting a growth of 5-10 % annually based on the fact that all of the services that are connected to the field are under the jurisdiction of the private sector and this growth is partially connected to the increased number of transactions.

Other works - (list of indications, insight into data from the cadastral database, giving expert opinions) – we believe this product will be as needed as it is now and there will be no changes in the number of demands for this type of products, since the need for this type of services comes from the need of realizing certain social rights.

Cadastral plans A0 format (one cadastral map sheet) So far there was little interest from the private users, and the state institutions got them without any charge and no self financing income was provided, and we are also predicting that this type of product will be in digital form and all of the institutions that are using this product will be charged which would provide additional income. With the reduction of prices of this digital product the interest for it will be increased.

List of real property owners – we will have a better updated database for all of the property owners and there will be a lot of interest from the Ministry of Finance for the taxation of property, and we, with daily updating of the records, would contribute to the realization of this need of the Ministry of Finance, from which we will have self-funding income.

Property / possession certificates – extracts from the data base for larger areas . It is predicted that for this product in future there will be a greater demand. With the development of IT, this product (service) will be available through the Internet for all of the users

Geodetic services - including point data and correction data for GPS field services. There will be new products with the GPS system in Macedonia, i.e. with the coverage of the whole territory with permanent GPS stations there will be homogeneity of all of the geodetic data throughout Macedonia.

Orto photo products-(plans and maps) there will be more interest for this type of products with more information for the citizens and the demand will be increased. Municipalities and design and architecture companies can use these products for GIS and various construction projects and other needs, like terrain modeling, archaeology and forestry, etc.

Topographic maps (topographical digital information) With the completion of the coverage of the territory of the Republic of Macedonia with the new GIS topographic maps, the production of new mapping products and a good marketing, the demand for this product will grow. There will be periodic updating of the situation every three to five years, which would increase the demand for this product.. The main users of this information would be the military, electrical power supply companies, the ministry for agriculture, the ministry of environment and physical planning etc.

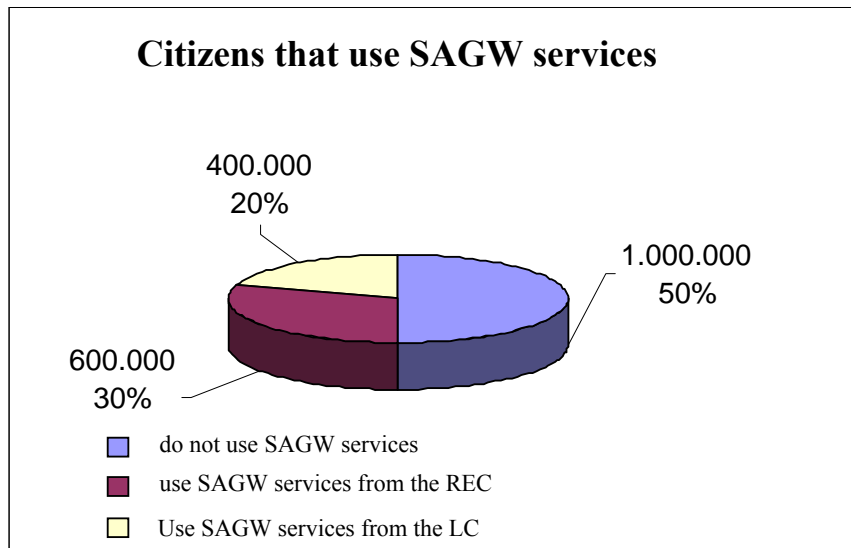
3.3.1 The owners of real estate

USER/CLIENT: THE CITIZENS (REAL ESTATE OWNERS)

No	Product / service	2005	2006	2007	2008	2009	2010
1	Issuing PROPERTY certificates(REC)	80.629	63.290	82.277	106.960	139.048	118.922
2	Issuing POSSESSION certificates(LC)	66.718	61.448	61.448	43.013	30.109	0
3	Changes in the database (transactions)	36.129	43.613	47.974	52.771	58.048	40.328
4	Mortgages	2.920	6.159	6.775	7.452	8.198	1.803
5	Certificates / verifications	21.306	16.802	18.482	20.331	22.364	19.133
6	Certificates - history	12.590	11.436	10.293	9.263	8.337	5.836
7	Copies from cadastral plans (+ with coord.)	24.877	34.397	32.677	31.043	29.491	28.017
8	Registering rights (in maintenance and individual)	7.219	13.603	14.284	14.998	15.748	16.535
9	Applications from private surveying companies	0	0	0	0	0	0
10	SAGW-Cadastral plans A0 format	0	0	0	0	0	0
11	SAGW-Topographical maps	0	0	0	0	0	0
12	SAGW-orto photo products	0	0	0	0	0	0
		252.387	250.748	274.209	285.832	311.342	230.575

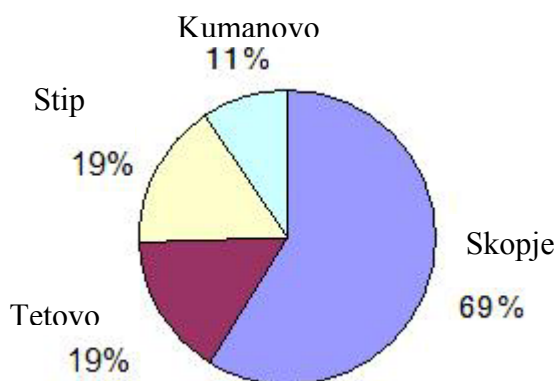
CITIZENS (REAL ESTATE OWNERS)

The total population in Macedonia is 2.022547*. Physical and legal persons – real estate owners are the most frequent users of SAGW services, Around 1.000.000 of them (i.e. 50%) are users of the data from the cadastral records and 600.000 people use the data from the Real Estate Cadastre, while still 400.000 are using data from the old Land Cadastre.



Most frequent are the demands that refer to extracts from the cadastral database (property/possession certificates) and requests for transactions.

The results from the survey** done in January, 2006 for four cities, (+ names of the cities) show that every fourth citizen is not satisfied with the services of the cadastre because they wait for over 90 days for their service. This means that shown in percent from the total number of people that took the survey, 25 % are the basis for creating and spreading a negative image on future potential users of cadastral services. People who were most dissatisfied with the cadastral services from the cadastre in Skopje, and they are 69%.



In addition to the dissatisfaction caused by the inefficiency, i.e. the duration of the procedures, 4% from the surveyed citizens complain on having to give money or presents, i.e. corruption.

* The information comes from the last statistical census of population done in 2002. .

**Research "Data and information for the current status regarding the information and the level of satisfaction of the clients with the services that are provided by SAGW and the branch offices for survey and cadastre"

Prediction for 2008, 2009, 2010: In the next two years there will be no drastic increase in this group from what is already planned on a global level (see table above) . The prediction is that the percentage of its representation should stay on the same level as 2007. Some reduction is expected in 2010 when, due to the electronic cadastre, the services will be done by notaries, attorneys, banks on their behalf.

3.3.2 Notaries, attorneys, execution officers, banks/financial institutions, insurance companies, real estate agencies, public utility companies and the public services

USER / CLIENT: NOTARIES, ATTORNEYS, EXECUTION OFFICERS, BANKS,

No	Product / service	2005	2006	2007	2008	2009	2010
1	Issuing PROPERTY certificates(REC)	1.792	1.666	2.165	2.815	3.659	71.353
2	Issuing POSSESSION certificates(LC)	1.483	1.617	1.617	1.132	792	0
3	Changes in the database (transactions)	1.902	2.295	2.525	2.777	3.055	26.886
4	Mortgages	0	0	0	0	0	7.214
5	Certificates / verifications	1.184	933	1.027	1.129	1.242	2.733
6	Certificates - history	699	508	457	412	371	834
7	Copies from cadastral plans (+ with coord.)	524	809	769	730	694	659
8	Registering rights (in maintenance and individual)	74	139	146	153	161	169
9	Applications from private surveying companies	0	0	0	0	0	0
10	SAGW-Cadastral plans A0 format	0	0	0	0	50	130
11	SAGW-Topographical maps	0	5	4	5	8	10
12	SAGW-orto photo products	0	0	0	5	50	50
		7.656	7.973	8.710	9.159	10.082	110.038

Approximately, the total number of units that comprise this group is 1000 and SAGW is currently in contact with all these organizations

The members from the group appear as users of the data of the cadastre on behalf of the citizens, i.e. as indirect users. Cadastral data is the basis for their work. Currently, the SAGW is not able to deliver the services in time to meet the requirements by following the normal routines. Thus, this group of clients frequently offer to pay extra money to get their job done in time (ref **) A possible solution might therefore be to establish some sort of "VIP service" by which these clients would get a faster service at a higher official price.

Besides corruption they are complaining about:

- lack of staff;
- poor organization;
- untrained staff;
- lack of professionalism;
- technical equipment; and
- work motivation.

*** Research "Data and information for the current status regarding the information and the level of satisfaction of the clients with the services that are provided by SAGW and the branch offices for survey and cadastre"*

This group till 2007 was not a frequent user of the services because the physical and legal persons, for whom this group is working, are instructed to go themselves and take the

necessary products from the SAGW. Still they are users of the cadastral services with average representation of 3% of all of the SAGW services, with the exception of the mortgages that are exclusively registered in the cadastre by the citizens themselves.

Prediction for 2008, 2009, 2010: This group is expected to use more data, especially after 2009, when with the establishment of the electronic cadastre there will be an option of on line connecting with the notaries, attorneys, and banks with SAGW and they can use the data directly. This will imply a reduction of the use of cadastral services by the physical and legal persons because the second group would be doing it for them. This means that an important condition for this development is the E cadastre.

3.3.3 Ministries, municipalities and government agencies

USER / CLIENT : MINISTRIES, MUNICIPALITIES AND GOVERNMENT AGENCIES							
No	Product / service	2005	2006	2007	2008	2009	2010
1	Issuing PROPERTY certificates(REC)	7.167	6.662	8.661	11.259	14.637	11.892
2	Issuing POSSESSION certificates(LC)	5.930	6.468	6.468	4.528	3.169	0
3	Changes in the database (transactions)	0	0	0	0	0	0
4	Mortgages	0	0	0	0	0	0
5	Certificates / verifications	1.184	933	1.027	1.129	1.242	5.467
6	Certificates – history	699	508	457	412	371	417
7	Copies from cadastral plans (+ with coord.)	786	1.214	1.153	1.096	1.041	989
8	Registering rights (in maintenance and individual)	74	139	146	153	161	169
9	Applications from private surveying companies	0	0	0	0	0	0
10	SAGW-Cadastral plans A0 format	673	536	590	600	600	620
11	SAGW-Topographical maps	87	40	50	55	65	80
12	SAGW-orto photo products	0	0	50	95	100	150
		16.600	16.501	18.602	19.326	21.385	19.783

The total number of ministries and other government institutions together with the municipalities is approximately 100 subjects.

In addition to improvement of the efficiency of the cadastre, this group is especially insisting on the regularly updating the cadastral data. One of the problems in this respect is that the database only reflects what has been applied for by the citizens. Still, many citizens do not report changes in ownership or other changes concerning their property. To achieve a more actual reflection of the real situation, there is need for SAGW to develop marketing in order to raise the level of informing the citizens of benefits and ways in which they can register their real estate and what kind of documentation is required for this, i.e. get the clients accustomed to registering each change of the real estate. This means that the citizens as well should realize that the cadastre is not a court to solve problems, but a registry in which data and rights are registered on the basis of legal documents.

On average, this group accounts for 5% of the usage of SAGW products and services. They use property and possession certificates, A4 copies, background records for leasing land or announcing procurement procedures for: free economic zones, gas stations, hotels. They are currently not charged for using these services.

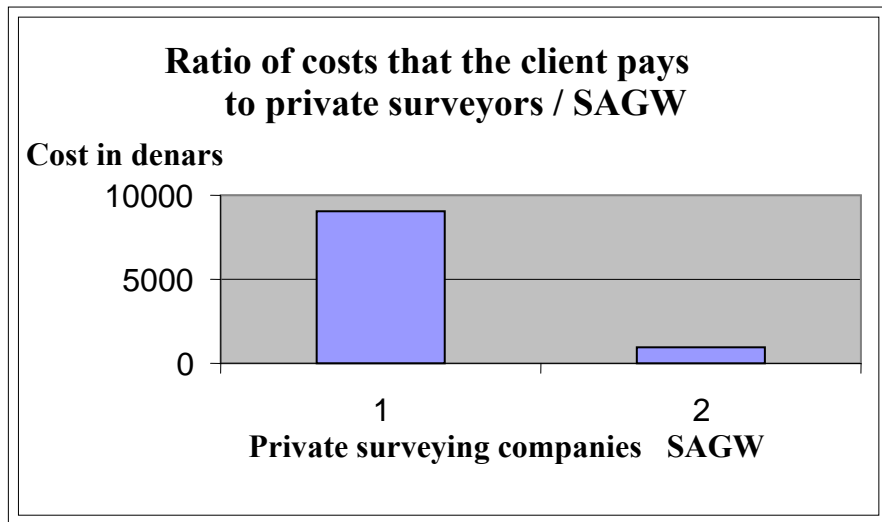
Prediction for 2008, 2009, 2010: It is not expected to have any significant changes in the usage of products in this group. With the establishment of the e-cadastre, member of this group can be directly connected and use the data, so it is expected to have increased demand for one or more of these services. It is also expected that the demand for Digital Orthophotos and Digital Terrain Models will increase slightly, especially for the public enterprises dealing with spatial and urban planning.

3.3.4. Private surveying companies

USER/CLIENT : PRIVATE SURVEYORS							
No	Product / service	2005	2006	2007	2008	2009	2010
1	Issuing PROPERTY certificates(REC)	0	11.659	15.156	19.703	25.614	35.677
2	Issuing POSSESSION certificates(LC)	0	11.319	11.319	7.923	5.546	0
3	Changes in the database (transactions)	0	0	0	0	0	0
4	Mortgages	0	0	0	0	0	0
5	Certificates / verifications	0	0	0	0	0	0
6	Certificates – history	0	254	229	206	185	1.251
7	Copies from cadastral plans (+ with coord.)	0	4.047	3.844	3.652	3.470	3.296
8	Registering rights (in maintenance and individual)	0	0	0	0	0	0
9	Applications from private surveying companies	0	22.015	23.116	24.272	25.485	26.759
10	SAGW-Cadastral plans A0 format	0	0	0	49	63	35
11	SAGW-Topographical maps	0	0	0	5	5	3
12	SAGW-orto photo products	0	0	0	0	0	0
		0	49.294	53.664	55.810	60.368	67.021

From the introduction of the private surveying companies in 2005 – following the amendments on the Law on Survey, Cadastre, and the Registration of Real Estate Rights in September 2005 – till the beginning of 2007, 41 private surveying companies have been registered. The total number of registered geodetic companies till August 2007 is 64. The predicted number of private surveying companies needed in order to meet the requirements of the clients is estimated to around 100.

These companies are the biggest users of the services expressed through standard requests. SAGW charges in average 900 denars for their services. The price of the data that they pay for on behalf of the citizens is very low in regards for the price that the citizens pay for their services.



This group of users is not entirely satisfied with the speed of issuing data that they need for their further work (according to law it is 3 days)., The waiting time is usually longer than that,, especially in the Skopje Cadastre, where it often exceeds 2 weeks. The applications are often not handled in the order in which they were received and corruption has emerged as an instrument for speeding up the procedure for issuing data.

3.3.4 Central registry of Macedonia

The Central Registry of the Republic of Macedonia (CR) is founded with the Law on Central Registry (Official Gazette of RM No 50/2001) as the central informative legal and other relevant database, that in accordance with this or some other law or contract are entered in it. In the Central Registry of the Republic of Macedonia at the moment the following registries are operating: the Trade registry, Registry of Annual Accounts, Collateral Registry, Real Estate Registry, Registry of Residents and Non-residents and a Leasing Registry. SAGW is obligated to deliver the real estate data to the CR only in the part where there is a real estate cadastre established. This data serves as information that the interested users can get from the CR and they are not valid as official documents as proof of ownership.

New products and users

With the implementation of the IT strategy, the work methodology and new technology, SAGW plans on keeping up with new trends and offering new products on the market which will meet both the current and the future needs of the users, and it will offer better services for the citizens in the field of the Cadastre and geospatial data.

An increase of the number of users of our services and products is planned, which is also shown on the table below:

	New products and services	2007	2008	2009/10
	Internet services (possession/property certificates)	-	+	+
	Internet services and graphical data	-	-	+
	New property certificate, new design	-	+	+
	GPS network	-	-	+
	Scanned archived aero photos	-	+	+
	Theme data	-	+	+
	Gravimetric network	-	-	+
	Mortgage certificate	-	+	+
	Internet service for big users	-	+	+
	Electronic Internet work log	-	+	+
	Data from the registry of spatial units	-	-	+
	Copies from collections of documents of REC	-	+	+

4 SAGW FINANCIAL SITUATION

4.1 Introduction

In order for SAGW to become more market oriented organization , it is important to have a good idea on the potential increase in sales, to keep a tight control on the costs and also to ensure that SAGW has enough capital to make the necessary investments.

The SAGW budget structure is as follows:

- The government provides SAGW with the necessary funds to cover the costs for (1) salaries and their associated social costs.(2); the Macedonian contribution to the WB-project and (3) a smaller, general contribution to the running costs and capital expenditure as per below
- SAGW revenues from fees (“self funding”) are used to cover the running costs, i.e. electricity, office facilities, communication costs etc and capital expenditure (e.g. IT hardware and software, refurbishment of buildings)

4.2 Financing

The table below is based on the assessment of the market made in point 3 from this document. The data concerning the quantity for 2005-2006 is the actual one, and for 2007-2010 it is forecast by the work group for strategic planning.

SAGW Products

No	Product / service	2005			2006			2007			2008			2009			2010		
		quantity	price	income (thousand)	quantity	price	income (thousand)	quantity	price	income (thousand)	quantity	price	income (thousand)	quantity	price	income (thousand)	quantity	price	income (thousand)
1	Issuing property certificates REC	89.588	250	22.397	83.276	250	20.819	108.259	250	27.065	140.736	250	35.184	182.957	250	45.739	237.845	250	59.461
2	Issuing possession certificates (LC)	74.131	250	18.533	80.852	250	20.213	80.852	250	20.213	56.596	250	14.149	39.617	250	9.904	0	250	0
3	Changes in the database (transactions)	38.030	900	34.227	45.908	900	41.317	50.499	900	45.449	55.549	900	49.994	61.104	900	54.993	67.214	900	60.493
4	Mortgages	2.920	1.800	5.256	6.159	1.800	11.086	6.775	1.800	12.195	7.452	1.800	13.414	8.198	1.800	14.756	9.017	1.800	16.231
5	Certificates / verifications	23.673	100	2.367	18.669	100	1.867	20.536	100	2.054	22.589	100	2.259	24.848	100	2.485	27.333	100	2.733
6	Certificates - background	13.989	800	11.191	12.707	800	10.166	11.436	800	9.149	10.293	800	8.234	9.263	800	7.411	8.337	800	6.670
7	Copies from cadastral plans (+with coordinates)	26.186	350	9.165	40.467	350	14.163	38.444	350	13.455	36.521	350	12.783	34.695	350	12.143	32.961	350	11.536
8	Registration of rights (maintenance and individual)	7.366	1.000	7.366	13.881	1.000	13.881	14.575	1.000	14.575	15.304	1.000	15.304	16.069	1.000	16.069	16.872	1.000	16.872
9	Requests from private surveying companies	0		0	22.015	1.000	22.015	23.116	1.000	23.116	24.272	1.000	24.272	25.485	1.000	25.485	26.759	1.000	26.759
10	SAGW – Cadastral plans A0 format	673	1.500	1.010	536	1.500	804	590	1.500	884	649	1.500	973	713	1.500	1.070	785	1.500	1.177
11	SAGW – Topographic maps	87	620	54	45	620	28	54	620	33	65	620	40	78	620	48	93	620	58
12	SAGW – orto photo products	0	6.000	0	0	6.000	0	50	6.000	300	100	6.000	600	150	6.000	900	200	6.000	1.200
	TOTAL	276.643		111.566	324.515		156.359	355.185		168.488	370.126		177.205	403.179		191.004	427.417		203.191
	New products			0			0			0			0			0			0
1	Internet services (possession / property certificates)			0			0			0			0			0			0
2	Internet services – graphical data			0			0			0			0			0			0
3	New property certificate, new design with graphical display			0			0			0			0			0			0
4	GPS network			0			0			0			0			0			0
5	Scanned archive aero photos			0			0			0			0			0			0
6	Thematic data			0			0			0			0			0			0
7	Gravimetric network			0			0			0			0			0			0

The income and the expenditures of SAGW in the period from 2005 to 2010 are presented in the below table.

INCOME – EXPENDITURES 2005 - 2010

Budget and self funding without grants and credit and with no budget support of the credit

in 000 denars		Average No of employees	885	852	835	880		
item	DESCRIPTION		2005	2006	2007	2008	2009	2010
401	Basic salaries and compensation		153,130	160,851	168,570	171,298	175,000	175,000
402	Social insurance costs		63,408	65,939	66,190	68,392	69,835	69,835

403	Remaining benefits from salaries	376	399	440	490	501	501
40	Salaries, rent and compensation	216,914	227,189	235,200	240,180	245,336	245,336
420	Road and daily expenditures	15,249	8,717	10,500	6,000	6,000	6,000
421	Utility services, heating, communication, transport	31,894	35,487	42,283	27,692	27,000	29,458
423	Small inventory, tools and other materials	6,113	4,134	11,500	7,500	7,500	8,000
424	Renovations and running costs	5,920	4,951	13,500	8,000	8,000	14,000
425	Contractual services	31,164	18,284	27,720	10,000	10,000	10,000
426	Other running costs	6,949	10,546	38,500	21,500	21,500	24,000
42	Goods and services	97,289	82,119	144,003	80,692	80,000	91,458
481	Construction buildings, building and reconstruction	184	0	3,000	0	0	3,000
483	Furniture, equipment, vehicles	10,057	891	26,000	1,000	5,000	5,000
485	Other non-financial assets	8,654	11,796	43,500	26,000	60,258	60,000
48	Capital expenditures	18,895	12,687	72,500	27,000	65,258	68,000
4	EXPENDITURES	333,098	321,995	451,703	347,872	390,594	404,794
Ratio between funds from the budget and funds from fees							
сметка	DESCRIPTION	2005	2006	2007	2008	2009	2010
637	Budget funds	256,978	230,215	241,703	247,872	290,594	304,794
787	Self funding	82,144	124,251	210,000	100,000	100,000	100,000
	INCOME	341,127	354,466	451,703	347,872	390,594	404,794
	% of self funding	24%	35%	46%	29%	26%	25%

Income from projects and budget project support.

Acc.	DESCRIPTION	2005	2006	2007	2008	2009	2010
785-1	Japanese grant	10,611	0	0	0	0	0
785-2	Dutch grant	10,958	21,955	318	0	0	0
786	WB credit	9,371	73,803	153,000	290,900	68,000	0
637	Budget support of the WB loan	1,279	14,558	28,421	35,800	14,200	0

in 000 den. Expenditures for 2008 – from the budget, self-funding, credit and credit budget support

item	description	budget	Self funding	credit	Bud. support	total
401	Basic salaries and benefits	171,298	0	0	0	171,298
402	Social security costs	68,392	0	0	0	68,392
403	Other benefits from salaries	490	0	0	0	490
40	Salaries, rent and benefits	240,180	0	0	0	240,180

420	Travel and daily allowances	0	6,000	50	40	6,090
421	Utility services, communications, transport	7,692	20,000	2,400	1,000	31,092
423	Small inventory, tools and other materials	0	7,500	2,000	450	9,950
424	Renovations and running costs	0	8,000	1,350	350	9,700
425	Contractual services	0	10,000	206,000	13,900	229,900
426	Other running costs	0	21,500	100	60	21,660
42	Goods and services	7,692	73,000	211,900	15,800	308,392
481	Construction buildings, building and reconstruction	0	0	46,000	10,000	56,000
483	Furniture, equipment, vehicles	0	1,000	33,000	8,000	42,000
485	Other non-financial assets	0	26,000	0	0	26,000
48	Capital expenditures	0	27,000	79,000	18,000	124,000
451	Interest payment for not used credit	0	0	0	2,000	2,000
4	EXPENDITURES	247,872	100,000	290,900	35,800	674,572

in 000 den. Expenditures for 2009 – from the budget, self-funding, credit and budget support of the credit

item	description	budget	Self-funding	credit	Bud. support	total
401	Basic salaries and compensation	175,000	0	0	0	175,000
402	Social security costs	69,835	0	0	0	69,835
403	Other salary compensations	501	0	0	0	501
40	Salaries, rents and benefits	245,336	0	0	0	245,336
420	Travel and daily allowance	0	6,000	50	40	6,090
421	Utility services, heating, comm. transport	10,000	17,000	1,650	700	29,350
423	Small inventory, tools and other materials	0	7,500	1,300	350	9,150
424	Reconstruction and running costs	0	8,000	1,300	350	9,650
425	Contractual services	0	10,000	58,500	9,000	77,500
426	Other running costs	0	21,500	100	60	21,660
42	Goods and services	10,000	70,000	62,900	10,500	153,400
481	Construction buildings, building and reconstruction	0	0	4,000	2,300	6,300
483	Furniture, equipment, vehicles	5,000	0	1,100	400	6,500

485	Other non-financial assets	30,258	30,000	0	0	60,258
48	Capital expenditures	35,258	30,000	5,100	2,700	73,058
451	Interest payment for unused credit	0	0	0	1,000	1,000
4	EXPENDITURES	290,594	100,000	68,000	14,200	472,794

in 000 den. Expenditures for 2010 – from the budget, self-funding, credit and budget support of the credit

item	description	budget	Self-funding	credit	Bud. support	total
401	Basic salaries and compensation	175,000	0	0	0	175,000
402	Social security costs	69,835	0	0	0	69,835
403	Other salary compensations	501	0	0	0	501
40	Salaries, rents and benefits	245,336	0	0	0	245,336
420	Travel and daily allowance	0	6,000	0	0	6,000
421	Utility services, heating, comm. transport	19,458	10,000	0	0	29,458
423	Small inventory, tools and other materials	0	8,000	0	0	8,000
424	Reconstruction and running costs	5,000	9,000	0	0	14,000
425	Contractual services	0	10,000	0	0	10,000
426	Other running costs	0	24,000	0	0	24,000
42	Goods and services	24,458	67,000	0	0	91,458
481	Construction buildings, building and reconstruction	0	3,000	0	0	3,000
483	Furniture, equipment, vehicles	5,000	0	0	0	5,000
485	Other non-financial assets	30,000	30,000	0	0	60,000
48	Capital expenditures	35,000	33,000	0	0	68,000
451	Interest payment for unused credit	0	0	0	0	0
4	EXPENDITURES	304,794	100,000	0	0	404,794

It can be noted that not always there are funds for **larger** development projects, connected to IT, new products and services and other capital projects.

In July 2007, the Ministry of Finance to SAGW provided a framework of the expenditures from the funds acquired from self-funding activities (income from 100 million denars per year in the forthcoming three years), during 2008-2010. Apart from this, the Government of the Republic of Macedonia gave a recommendation of SAGW to reduce the fees by 50%. The calculations in the table are made in accordance with the recommendations from the Government of RM and the Ministry of Finance.

SAGW has prepared a Proposal – budget for 2008, in accordance with the above listed requirements. In the proposal budget it is foreseen for SAGW to move within the frame of 100 million denars for income made from fees. If the income should exceed the limit, there is a possibility for SAGW to expand its budget after the approval of the Ministry of Finance. From the proposed frame of 100 million denars for 2008, 73% is planned to cover the running costs and 27% for covering capital expenditures.

It is assumed that with the reduction of the prices the sales of products/services, that will result in increased quantity and income.

No	Products/services	2006	Price	Income
1	Issuing Property/Possession Certificates	110,000	250	27,500,000
2	Cadastral plans A0 format	400	1,500	600,000
3	Topographical maps	50	320	16,000
4	List of indications	1,000,000	50	50,000,000
	Total			78,116,000

It is noted that a certain number of government institutions that use SAGW's products and services, are exempt by law from paying the fees. This group includes the Ministries (MFAW, MoI, MF, Tax Authority) and the Central Registry. If these products and services were paid in accordance with the Schedules of Fees, the income for SAGW would increase by 78 million denars, as is shown in the table above.

4.3 Productivity and needed number of employees

The below table depicts the total number of employees needed per year during the period 2005-2010. The table is based on the volumes of products and services calculated in section 3 above, the productivity standards used in SAGW and assessments based on empirical data done by senior staff members. The table does not take increased productivity due to implementation of new IT-systems into account. It must further be noted that there are rather big discrepancies in productivity between the various offices and the table below shows the productivity as an average.

	2005	2006	2007	2008	2009	2010
Total No of expected cases	276,643	324,515	355,185	370,126	403,179	427,417
Average number of solved cases	3.2	3.5	4.2	4.2	4.8	5.6
Needed No of employees for handling cases (*)	390	420	385	400	380	350
Administration(**)	295	272	280	300	260	240
Assisting staff (***)	200	160	170	180	160	160
Total No of employees	885	852	835	880	800(750)	750(650)

* employees that are working on a norm in regional departments and the Skopje Sector

** Available staff, employees in HR, Finance, Control, IT, archivists and employees in an administrative building

*** Cleaning staff, typists, drivers, etc.

As can be seen, the total number of employees will decrease during the period, ending up at some 650 in total for the year 2010. However, the SAGW management has recently renewed its assessment and decided that the planning target for 2010 shall be 750 employees. A continued reduction of staff is expected in the following years.

These additional resources might be consumed by the relatively large efforts needed to increase the competence amongst the staff, once the new IT support system have been introduced, both to replace educators and staff to be trained. Other needs to be met can probably be found in offices that suffer from severe backlog difficulties, needs to speed up production temporarily or over longer periods, need for extra resources – perhaps as a personnel resource pool for the entire organization – to cover short term vacancies, participating in the development and production of new products and services and other unforeseen circumstances. It should also be noted that SAGW in the near future will need to man a function for its IT management and maintenance.

Implementation of the IT-strategy will obviously have effects on the productivity within the various offices of SAGW. It has not been possible to calculate these effects in detail, but the table below indicates the level of impact the systems will have on each group of SAGW products/services.

Product / service	Effects on productivity		
	Low	Medium	High
Issuing property certificates REC		X	
Issuing possession certificates (LC)		X	
Changes in the database (transactions)			X
Mortgages			X
Certificates / verifications			X
Certificates - background			X
Copies from cadastral plans (+with coordinates)		X	
Registration of rights (maintenance and individual)			X
Requests from private surveying companies			X
SAGW – Cadastral plans A0 format		X	

SAGW – Topographic maps		X	
SAGW – orto photo products		X	

5 MARKETING STRATEGIES

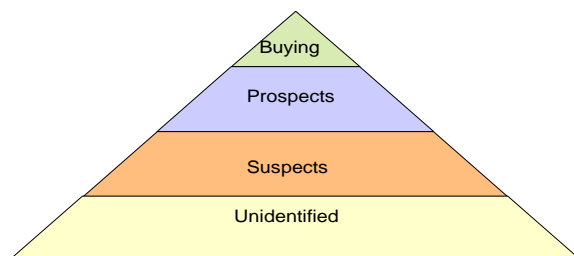
In order to fulfill the objectives of sales in Section three above, SAGW should adopt efficient marketing strategies. The group of clients and their current and potential needs are described in this section and it is important to define the strategies for how to address each group of clients:

1. real estate owners
2. notaries, attorneys, court enforcement officers, real estate agencies
3. bodies of state administration and local self government units
4. private surveying companies
5. central registry

As we described in section three, above 80% from the current sales of products/services is from real estate owners, and around 5% is from the remaining groups each (2-5). From some of the groups that are purchasing small quantities of products and services in future an increase of their interest is expected and other groups are also expected to appear. (It would be good to list or foresee future users, and new services.) This is why it is important for SAGW to ensure that the needs of the customers are met and at the same time the increased needs and the newly emerged groups are served in an appropriate way.

5.1 Stratification of clients and general market strategies

When designing the marketing efforts, it is useful to note which group of clients that belongs to each of the below groups, since is a much longer and tedious sales process to achieve orders from the unidentified clients than from a client that is already buying SAGW products. On the other hand, if the sales are to increase, SAGW has to target new groups and normally this is where the bigger sales volumes can be achieved as the below picture illustrates.



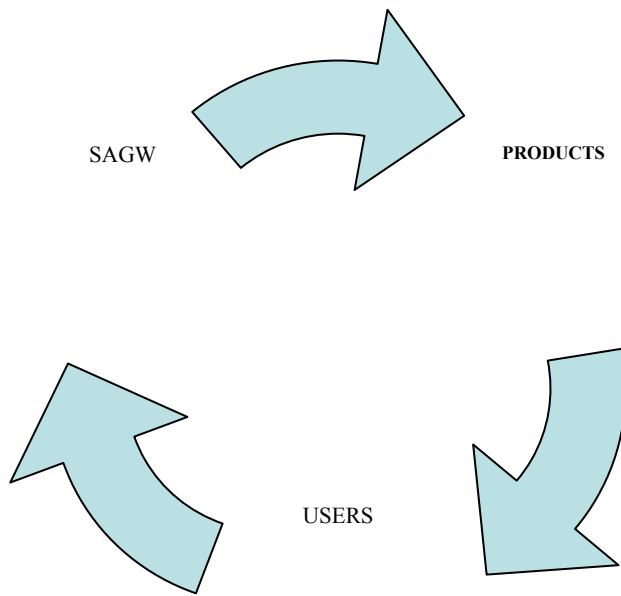
- **Buying clients**, i.e. present clients and clients who have used our products/services during the last years.
 - Owners of real estate
 - Private surveying companies
 - Notaries
 - Attorneys
 - Insurance companies
 - Financial institutions
 - Utility companies and public services
 - Real estate agencies
 - Local self government
 - Government institutions (especially the Ministry of Agriculture, The State Agency for Statistics, The Public Revenue Office/Tax Authority with the Ministry of Finance and the Ministry for Transport and Communications)
 - Central registry

- **Prospects**, i.e. identified potential clients with whom we have an established dialogue but they have not yet bought our products and services.
 - **General Public**
 - All citizens of Macedonia that are of age
 - All ethnic groups
 - All social groups (with special emphasis on underprivileged groups)
 - Both genders
 - Rural and urban population
 - **Internal Public**
 - All SAGW employees
 - Employees in the SAGW cadastre and the research sector
 - Employees in all local offices of the cadastre and the research sector as users of our services

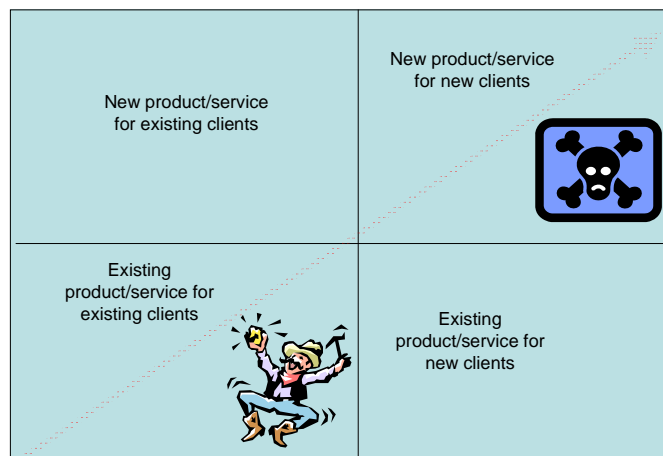
- **Suspects**, i.e. identified potential clients with whom we have not yet established a dialogue Land and real estate owners
 - Public and private companies
 - Professional (business) public
 - Investors and investor groups

- **Unidentified**, i.e. potential clients who's situation should indicate that they should be interested in our products and services. But, we have no contact with them and they may not even know that we exist and/or are capable of supplying the relevant products and services.
 - Specific public
 - Public with special interest in the cadastral services

SAGW should do a research, in order to clearly define its users, as well as their needs, in order to give timely and quality services and products. It is necessary to define **target groups**. Here we ask ourselves the question exactly who are we addressing.



In addition, it is also important to remember that it requires much more marketing resources to sell a new product to a new client than to sell a new product to an existing client or an existing product to a new client. In fact, trying to sell a new product to a new client should normally be avoided as the marketing efforts are too heavy. The below picture illustrates this situation.



5.2 Marketing activities dedicated to each group of clients

In parallel with the development of the products and services there should be promotions and marketing campaigns. This process should have a positive approach and include some of the following activities:

- Media advertising
- Marketing pamphlets
- Informative brochures
- Advertising (locally and globally)
- Announcements / web site of SAGW
- Seminars
- Presentations
- Issued service standards
- Branding
- Visual identity

Below is a table depicting what marketing efforts that could be used for each group of clients.

No.	Users of services/ products	Media advertising	Marketing pamphlets	Web page of SAGW	Seminars	Presentations	Issued service standards
1	Real estate owners	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
2	Private surveying companies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
3	Notaries		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4	Attorneys		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5	Insurance companies		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
6	Financial institutions		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
7	Utility companies and public services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
8	Real estate agencies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
9	Local self government	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
10	Government institutions		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
11	Central Registry	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

The details of when and how the marketing activities should be carried out should be described in the more detail in a marketing plan that also defines the message that is to be communicated to each group of clients such that their specific situation is addressed. Of course, the products and services also need to be ready for delivery so there needs to be a close coordination with the production and development activities.

5.3 Costs for marketing Priorities

The costs for marketing are planned and prepared in a Department for Marketing in the Annual Marketing Plan and Plan for Marketing Activities, which should be approved by the management of SAGW. Experience for a lot of brands has shown that a part of the income that is made for each individual product, are planned to go for a Marketing Strategy and marketing activities. SAGW should prepare a Schedule of Fees for every service, a list of most wanted products (a priority list of services), make an analysis of each product and based on this make a detailed plan of marketing costs.

The determination of the budget of SAGW for marketing purposes is quite specific and it is an expert part of this field. In order to have a budget for marketing it is necessary to previously make a market research, defining and setting of goals and defining results that need to be achieved.

(It is important to prioritize the requested services. To think about what should be in the marketing plan, a **marketing strategy** is needed in the literal sense of the word – what it is that needs to be popularized, how to communicate with the users, which message (depending on the service/client) should be sent and how. A planned number of campaigns, detailed activities with a proposal for a budget for each of the activities.)

6 SWOT ANALYSIS, MARKETING AND FINANCE

6.1 Strengths

- SAGW is by law the only provider of legally authorized documents and information concerning the real estate cadastre
- Directly reporting to the Government of Macedonia
- Unique products and services of importance to its clients and users
- Products and services are reasonably priced
- 30 offices spread over the country means that SAGW is close to its clients
- Good competence and long experience within the organization
- Unique wealth of information in its archive Good and useful archive.
- For the citizens a well-known and recognizable cadastral organization, and
- Independence in spending of revenues earned through fees

6.2 Weaknesses

- Very long legal procedures for land transactions
- Lack of e-Cadastre
- No intranet connection between HQ and local offices
- Lack of Internet connections in all local offices
- Poorly motivated and insufficiently trained staff
- Not all products can be delivered with up-to-date information
- Lack of a catalogue displaying the products and services
- Limited knowledge of user requirements
- Lack of marketing resources and experiences of marketing
- Not enough service oriented
- Not all employees are abiding by the ethical code for civil servants
- Lack of standardized and defined workflows/working procedures within the organization

- Lack of a functional analysis as a basis for determining the structure of the internal organization
- Insufficient statistical data for analysis and planning
- Insufficient internal finances to allow for long term development planning

6.3 Opportunities

- Growing economic activities in Macedonia resulting in increased demand of SAGW products and services
- Good opportunities to receive continued financial and other support from international financing organizations and national governments
- IT technology becomes more available in the society resulting in increased possibilities for SAGW to serve its clients and users more effectively
- General trends in the market creates good potential for development of new products and services
- Strong and growing interest from GoM in the activities of SAGW opens up opportunities for strong development
- Increased awareness among the real estate owners concerning the benefits of registration of real estate
- Strong interest from GoM to join the EU which will facilitate improvement of SAGW routines and procedures (standardization, co-operation with similar organizations in other countries)
- Possibility to develop public/private partnership in order to improve services
- Growing environmental focus in society results in increased demand for cadastral and geographical information
- The international trend towards creating National Spatial Data Infrastructures open up possibilities for SAGW to – through proactive work – become the coordinator in Macedonia

6.4 Threats

- Risk for delayed development of SAGW (in particular IT, gravimetric and GPS networks) due to lack of government funding
- Political decisions restricting marketing and development possibilities of SAGW
- Competition from “Google Earth – like” applications
- Risk of mortgaging to be transferred to an organization outside SAGW
- Lack of sufficiently trained staff

7 LONG TERM OBJECTIVES (i.e. by 2010)

- Real Estate Cadastre covers the entire territory of Macedonia by December 2009
- All the cadastral plans of Macedonia are in digital format by December, 2009
- The topographical maps covering all of Macedonia are completed by Mid 2010
- GPS reference stations covering all of Macedonia operational by December 2009
- The E-Cadastre is completed by December, 2009
- Internet-based services by December, 2009
- The self funding portion of SAGW’s income should be 25% by 2010
- The marketing and sales function, along with adequate resources should be established by the first quarter of 2009

8 SHORT TERM OBJECTIVES (from 2007 to 2008)

- Intranet connection between SAGW HQ and local offices established by March 2008
- Existing topographic maps and orthophotos accessible via the Internet by the end of 2007
- Training courses developed and started by end 2007
- Financial and accounting system is reorganized such that it provides information on income per product and groups of clients by December 2008
- Approved realistic fees for all of SAGW's products and services, by the first quarter of 2008
- Preparation of a marketing plan

Objective	Activity	Person responsible	Performance Indicator	Dead line
The Real Estate Cadastre should cover the whole territory of Macedonia	Recording the changes on the survey and submitted data. Control of the changes. Public display of the data. Control of the displaying procedure	Zoranco Mukanov Zoran Buzliev Jakup Fetai Sowa Dimova Zdravko Lekovski Sase Dimeski Sanja Volkanova Zlatanovska	Established real estate cadastre on the whole territory of RM	By the end of 2009
All of the cadastral maps of Macedonia should be in digital format	Preparation of digital maps with a photogrammetric method and with digitization	Sase Dimeski Sawa Volkanova Zlatanovska	Finalized digital plans	By December, 2009
The topographic maps on a scale of 1:25000 covering all of Macedonia should be completed	Cartographic data processing. Field interpretation. Editing. Preparing the data for printing. Printing	Baskim Idrizi	Finalized topographic plans scale 1:25000	By the middle of 2010
GPS reference stations covering all of Macedonia should be operational	Selection of locations and setting up active GNSS stations on the whole territory of RM. Creation of a network of the active GNSS stations. Establishing and analytical control centre in SAGW. Placing the system in function	Sase Dimeski	Established GPS operational reference stations	By December 2009
Gravimetric network	Selection of locations and setting up gravimetric points throughout Macedonia. Doing gravimetric measuring, calculation of determination of definite values.	Darko Burovski	Established and determined gravimetric network	By December 2010
The e-Cadastre should be completed	Implementing the following eight projects from the ICT strategy of SAGW: ITSP 5, ITSP 1, ITSP 7, ITSP 8, ITSP 9, ITSP 10, ITSP 6, ITSP 4.	Gligor Ralev and Goce Gruevski	Established e-cadastre	By December 2009
Services via Internet	Developing an integrated electronic REC registration system through the ITSP 5 C	Gligor Ralev and Goce Gruevski Sanja	At least 100000 searches.	By December 2009

	project from the ICT strategy. Establishment of a reference network based on GNSS technology through the project ITSP 12 from the ICT strategy	Volkanova	At least 20 users of the service of the ITSP 12 project per year.	
The self-funding portion of the income should be 25 percent	Introduction of new products. Charging debts. Functional analysis of all of the work positions. New Schedules of Fees with a price calculation criteria. Standardizing the work processes. Control, evaluation and revision of all of the work processes	Tatjana Vasic Bozadziewa and Zoran Cvetanovski	Self funding portion of the income 25%.	By 2010
The marketing and sales function along with adequate resources should be established	Staffing the sector, department for marketing and development. Marketing of the products and services	Ana Joveva and Tomica Mladenovski	Staffed department for marketing and development. Realized marketing plan	By the first quarter of 2009
Training courses prepared and commenced	Training for new work processes. Training for marketing. Training for financial work, auditing, planning and development. Training for work with IT	Lidija Krstevska	Adequately trained staff	By the end of 2007
Intranet connection between the HQ and the branch offices	Tender for gathering bids for services for VPN connection of SAGW with the branch offices. Procurement and hardware (active network equipment -VPN routers) through which the connection will be made.	Goce Gruevski Gligor Ralev Sanja Volkanova Zlatanovska	Completed operational intranet network	Established by March, 2008.
Existing topographic and ortophoto maps available over the Internet	Preparation of a web portal for viewing, ordering and downloading from the Internet	Baskim Idrizi Natasa Biljarska	Functional GIS portal	By the end of 2007.

Proactive relations with the users	Forming advisory bodies. Having regular meetings. Preparing projects according to the needs of the users	Marta Telegraviciska State Advisor, Hristina Bosnakoska i Milena Kocovska ass. Heads of Sectors A and B	Formed advisory body. Twelve regular meetings annually. At least two projects per year prepared.	
The finance and accounting system should be re-organized so that it provides information about the annual income per product and per group of clients	Forming a working group for determining a group of products connected to previous accounts. Submitting to the MF for adoption. Harmonizing with new income codes approved by the Ministry of Finance.	Ruza Cvetanoska	Approved new analytical account plan from the Ministry of Finance	By December 2008.
Approved realistic fees for all of the products and services of SAGW	Proscribing criteria for determining the amount of the fees. Preparing new schedules of fees for products and services of SAGW. Submitting it to the Government of RM for adoption	Nesa Petrusevska	New Schedules of Fees in force	By the first quarter of 2008
Preparation of a marketing plan	Staffing of the department for Marketing and development. Preparation of a marketing plan.	Ana Joveva and Tomica Mladenovski	Staffed dep. for marketing. Finalized marketing plan.	First quarter of 2008.