

Sida's Support to the Land Reform Related Activities in Lithuania

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**Department for Central and
Eastern Europe**

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Sida Evaluation 01/30

**Department for Central and
Eastern Europe**

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Notice to Readers

This report has been generated as part of the overall evaluation of Sida's support to the Land Reform related activities in Estonia, Latvia, Lithuania and Poland. A series comprising following Sida evaluation reports:

Sida Evaluation 01/29 "Poland"

Sida Evaluation 01/30 "Lithuania"

Sida Evaluation 01/31 "Latvia"

Sida Evaluation 01/38 "Estonia"

The Terms of Reference required that a separate report be generated for each of the countries where projects were reviewed. Each report includes an analysis, per the Terms of Reference, for the projects executed within the countries as follows:

Estonia	Öst-1996-235	Latvia	Öst-1995-008
	Öst-1996-280		LVA-0691
	Öst-1998-227		Öst-1997-177
	Öst-1999-180		Öst-1999-179
	Öst-1996-214		
	Öst-1999-138	Lithuania	Öst-1998-465
			Öst-1997 217
			Öst-1998-45
Poland	Öst-1995-150516		Öst-1998-186

The project team was also requested to review the project proposal that has been submitted by Lithuania for consideration by Sida. This is project Lithuania Öst-2000-002319. This assessment is included in the Lithuanian country report.

For additional information concerning the other reports please contact the following:

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Executive Summary

The Swedish International Development Cooperation Agency, Sida, issued a Request-for-Proposals (RFP) in January 2001 to perform an Evaluation of Swedesurvey projects in the Baltic States and Poland. The Terms of Reference (TOR) requested an assessment of some 16 projects that had been conducted by Swedesurvey and Mr. Jim Widmark and a review of a proposal submitted by the Lithuanian Government for funding to continue some ongoing work in that country. Sida has funded all of the work. WaterMark submitted a proposal that included an assessment of the existing project paperwork, discussions with project personnel (Swedesurvey, Sida and in-country officials) and then a field visit to the actual projects sites; WaterMark Industries was awarded the project. This report summarizes the findings of WaterMark's investigations in Lithuania and offers recommendations for future activities in Lithuania.

The objective of the project was to evaluate the Sida funded land administration initiatives in each of the four (4) countries where projects were being reviewed. There were a number of key factors that were identified and analyzed from an institutional perspective, that relate to the economic development of the land market. WaterMark also attempted to determine the main remaining weaknesses of the administrations and how these weaknesses and limitations affect the delivery of the respective authority's mandate.

WaterMark executed the plan outlined in the response to the Request for Proposals. The general approach was to conduct the review in three (3) phases:

- Phase 1 Project preparation including initial field visit plan
- Phase 2 Field visits for the purpose of information collection
 - review of institutions and current situations within the countries
 - evaluation of Sida projects
- Phase 3 Analysis and report preparation

WaterMark received a number of documents related to the projects that Sida wanted assessed. WaterMark reviewed the documentation to evaluate all of the projects in each of the countries involved. This task included reviewing numerous types of project related material where it was available.

The WaterMark team then visited Swedesurvey AB in Gävle, and met with the Swedesurvey personnel involved with the projects. WaterMark also received and reviewed additional project documentation relating to project contracts, reports, work plans and expenditures.

WaterMark met in Stockholm with the Sida task manager Hans Lundquist and other members of Sida responsible for projects in the individual countries.

The WaterMark evaluation team left for the fieldwork portion of the project on April 28, 2001 by departing for Estonia to complete assessments of seven projects. The team then proceeded to Latvia and conducted assessments of four projects. The team then proceeded to Lithuania and conducted assessments of five projects, Öst-1998-465, Öst-1997 217, Öst-1998-45, Öst-1998 186 and Öst-2000. From Lithuania the team moved to Poland where it conducted an assessment of a Polish Project. One member of the team returned to Lithuania to deepen the assessment of the system of mass valuation for taxation. The team then returned to Stockholm where we met with Sida and provided them with an overview of the project findings.

This report was prepared by WaterMark, in the performance of this contract and submitted to Estonia, Latvian, Lithuanian and Polish officials, Swedesurvey and Sida for review and approval. The report includes an analysis of the various findings and recommendations from the interviews and project documents.

WaterMark met with the Sida representative in Vilnius to review the WaterMark plan and to discuss the issues relating to how the assessment work was planned.

WaterMark Industries Inc. then visited the State Land Cadastre and Register in Lithuania (SLCR) where presentations on the organization of the enterprise and the general operation of land administration in Lithuania were provided by SLCR personnel. WaterMark asked questions in an attempt to determine the degree to which SLCR interacts with major players and stakeholders in land administration, considering both existing government bureaucracy and relevant legislation.

WaterMark also visited a number of public and private entities in Vilnius in an attempt to gather information to assess the knowledge transfer from Swedesurvey to their Lithuanian counterparts.

WaterMark found that the State Land Cadastre and Register in Lithuania is attempting to embrace the concept of the “one-stop-shop” and delivers its mandate through the 10 counties of Lithuania with an SLCR office in each county.

The SLCR interfaces with a number of different government agencies, departments and ministries of the Lithuanian government through the course of executing its mandate. The government officials see the standards implemented by the SLCR as being necessary, efficient, effective and Lithuanian.

The work in-progress by the SLCR is seen as being useful by the private sector, however there are specific areas that most seem to think could be improved upon.

The technical aspects of all of the mapping projects have been achieved. Project deliverables have been met and there is ample evidence that the Lithuanians have been able to translate the Swedish assistance into functioning entities in their own country.

The technical aspects of all of the land management projects have been achieved. Project deliverables have been met and there is ample evidence that from a land management perspective that the Lithuanians have been able to translate the Swedish assistance into functioning entities in their own country.

The project management aspects for both the mapping projects and the land management system projects could be improved. Documentation in the form of project reporting was limited for the mapping projects but better for those projects involving land management. There was no documentation provided to WaterMark that indicated a comparison was made of the projected expenditure to the actual expenditures and there did not seem to be any ongoing measure of the costs expended versus budget. Sida indicated to WaterMark that this information was provided elsewhere and it's review was outside the scope of the WaterMark review.

WaterMark recommends that both the project management terms and conditions for Swedesurvey projects and the required reporting of the project managers be supplemented.

Lessons learned on this project include the need for better reporting from the field and from the office, reinforcement of the need for project champions for successful projects and the benefits of pilot projects as a mechanism to transfer knowledge and technology.

1 WaterMark Project Background

The Swedish International Development Cooperation Agency, Sida, issued a Request-for-Proposals (RFP) in January 2001 to perform an Evaluation of Swedesurvey projects in the Baltic States and Poland. (Sida registration number 2000-002319). The Terms of Reference (TOR) requested an assessment of some 16 projects that had been conducted by Swedesurvey and Mr. Jim Widmark¹ and a review of a proposal submitted by the Lithuanian Government for funding to continue some ongoing work in that country. Sida has funded all of the work. (The complete Terms of Reference for the project are included in Appendix A).

WaterMark submitted a proposal that included an assessment of the existing project paperwork, discussions with project personnel (Swedesurvey, Sida and in-country officials) and then a field visit to the actual projects sites; WaterMark Industries was awarded the project.

The Terms of Reference for the WaterMark assessment project require that a report for each country be submitted individually. This report summarizes the findings of WaterMark's investigations in Lithuania and offers recommendations for future activities in Lithuania.

¹ Mr. Widmark is an individual that was retained as a management consultant to provide advice and council to in-country senior management. Sida funded Mr. Widmark's work.

2 Evaluation Methodology

The objective of the project was to evaluate the Sida funded land administration initiatives in each of the four (4) countries where projects were being reviewed. Among the key factors that were identified and analyzed from an institutional perspective were:

- state of economic development, land and housing markets, land restitution/privatization and property taxation
- programs related to the allocation, adjudication, and registration of rights (including documenting the present status of the land registration system/land book)
- progress of legislation as it relates to property
- organizational structure and inter-ministry cooperation (including defining the responsibilities of the central, regional and local governments)
- the financial situation within government (including determining the level of support government agencies receive to fulfill their tasks)
- client satisfaction (e.g., with the systems used when banks need collateral, selling and buying of real estate, municipal planning needs including information required for real property taxation)
- relation to other projects (e.g., World Bank and EU/PHARE)
- environmental issues related to property
- gender issues related to property and administration

WaterMark also attempted to determine the main remaining weaknesses of the administrations and how these weaknesses and limitations affect the delivery of the respective authority's mandate.

WaterMark evaluated the performance and results attained by the Sida supported projects listed in the Terms of Reference, in the fields of aerial photography, mapping, transfer of know-how and technology, and the development of land information and land management systems for the purposes of taxation. For each project, the project relevance, impact, cost-effectiveness and sustainability were evaluated.

On contract award, WaterMark executed the plan outlined in the response to the Request for Proposals. The general approach was to conduct the review in three (3) phases:

- | | |
|---------|---|
| Phase 1 | Project preparation including initial field visit plan |
| Phase 2 | Field visits for the purpose of information collection <ul style="list-style-type: none">• review of institutions and current situations within the countries• evaluation of Sida projects |
| Phase 3 | Analysis and report preparation |

2.1 Project Preparation

WaterMark requested and received a number of documents related to the 16 projects that Sida wanted assessed. WaterMark reviewed the documentation to evaluate all of the projects in each of the countries involved. This task included reviewing the following types of information, where it was available:

- initial contracts and amendments outlining objectives, terms of reference, and budgets and any subsequent amendments to the contracts;
- all quarterly and annual reports from Swedesurvey to Sida, including any budget or methodological changes;
- project work plans;
- consultancy reports;
- final reports and expenditures, if the project was completed

This analysis, including the institutional and economic review, provided the background for both the evaluation of existing Sida projects and for determining the relevance of future projects. Criteria developed for the evaluation was modified as required during the course of the analysis.

The documentation review assisted WaterMark in the identification of those personnel who were integral to the projects being assessed. WaterMark, with Sida's assistance, contacted those individuals to determine schedules and time commitments and then revised the originally proposed project schedule. A list of those people interviewed is included in Appendix B.

The WaterMark team then visited Swedesurvey AB in Gävle, and met with as many of the Swedesurvey personnel² involved with the projects as possible. WaterMark also received and reviewed additional project documentation relating to project contracts, reports, work plans and expenditures.

WaterMark also met in Stockholm with the Sida task manager Hans Lundquist and other members of Sida responsible for projects in the individual countries³. After including Sida specific issues to be investigated while on mission, the WaterMark plan was modified and accepted.

² Those Swedesurvey personnel that were seen as important to the project review but who could not be interviewed in person were communicated with via email.

³ WaterMark met with Ms Marie Larsson responsible for Estonia and Mr. Erik Wallin responsible for Poland. WaterMark was provided contact details for Ms. Helén Nilsson who was responsible for Lithuania and who was on mission in Lithuania. WaterMark met with Ms. Nilsson in Lithuania.

2.2 Field Visits to collect Information

The WaterMark evaluation team left for the fieldwork portion of the project on April 28, 2001 by departing for Estonia to complete assessments of the following projects:

Öst-1996-235	Öst-1996-280	Öst-1998-227
Öst-1999-180	Öst-1996-214	Öst-1999-138

The Team then proceeded to Latvia and conducted assessments of the following projects:

Öst-1995-008	LVA-0691	Öst-1997-177
Öst-1999-179		

The Team then proceeded to Lithuania and conducted assessments of the following projects:

Öst-1998-465	Öst-1997 217	Öst-1998-45
Öst-1998-186	Öst-2000-002319	

The team then proceeded to Poland and conducted an assessment of the project Öst-1995-150516. One member of the team went to Lithuania subsequent to the Poland assessment to deepen the evaluation of the projects' contribution to the development of real estate markets and the system of valuation for taxation.

The team then returned to Stockholm where we met with Sida and provided them with an overview of the project findings.

2.3 Analysis and report preparation

This report was prepared by WaterMark, in the performance of this contract and submitted to Estonia, Latvian, Lithuanian and Polish officials, Swedesurvey and Sida for review and approval. The report addresses

- the efficiency of the project delivery,
- the effectiveness of the project approach and deliverables, and
- the ability of the projects to support Sida's development goals.

The report includes an analysis of the various findings and recommendations from the interviews and project documents and offers the following documentation:

- findings of the project evaluations
- recommendations related to the findings
- considerations for future strategies for Sida.

3 Project Background

WaterMark met with the Sida representative in Vilnius to review the WaterMark plan and to discuss the issues relating to how the assessment work was planned.

WaterMark Industries Inc. then visited the State Land Cadastre and Register in Lithuania (SLCR) where presentations on the organization of the enterprise and the general operation of land administration in Lithuania were provided by SLCR personnel. WaterMark asked questions to determine the degree to which SLCR interacts with major players and stakeholders in land administration, considering both existing government bureaucracy and relevant legislation.

WaterMark also visited a number of public and private entities in Vilnius to gather information to assess the knowledge transfer from Swedesurvey to their Lithuanian counterparts.

3.1 Program Context

As per the document “Country Strategy for Development Cooperation for Lithuania⁴” the Swedish Government established a country strategy for development cooperation with Lithuania to guide the direction of Swedish development cooperation with Lithuania during the period 1999 to 2001. The strategy sees Lithuania as an important partner in most fields, from both bilateral and regional perspectives, not least within the framework of Baltic Sea policies. Sweden is interested in deepening Swedish-Lithuania relations in various areas of society.

A strategic goal for Sweden is that relations with Lithuania should develop in such a way that they become comparable with Sweden’s relations with other neighboring countries that are members of the European Union (EU). It is predicted that system building and institutional support will continue for the next 4-6 years.⁵ Capacity building will continue until Lithuania has become a member of the EU.

Of the overall objectives of Swedish cooperation with Lithuania, at least two are addressed by the project being reviewed:

- to deepen the culture of democracy
- to support a socially sustainable economic transition

The projects being reviewed during this audit focused on two specific areas:

- Developing the institutional capacity to make maps from aerial photography to support the development of a land management system including the capability for mass valuation of real estate for the purpose of taxation.
- Developing a land management system including the capability for mass valuation of real estate for the purpose of taxation and the capacity for land registration.

The goals of these projects directly promote a socially sustainable economic transition by supporting, within public administration, the development of property inventories, and tax administration. By doing this the projects also intuitively support the deepening of the culture of

⁴ Country Strategy for Development Cooperation for Lithuania, January 1, 1999 – December 31, 2001, Ministry of Foreign Affairs

⁵ As of the date of the above report – August 13, 1999.

democracy. These systems are also essential to the efficiency and security of the institution of private property that is part of the economic transition in Lithuania.

3.2 The Mapping Projects

There were two (2) mapping projects conducted during this period that are reviewed by WaterMark: Öst-1998-45 which focused on aerial photograph collection and Öst-1998-186 – which focused on orthophotomap production.

3.2.1 Öst-1998-45 aerial photograph collection

This project for the collection of aerial photography in Lithuania was initiated in February 1998 between Swedesurvey and the Ministry of Agriculture – Land Management and Law Department. The project value was SEK 1 400 000 (The project expenditures were actually SEK 1 585 000 or ~12% over budget.) The contract involved the acquisition of black and white aerial photography at scales of 1: 6 000 and 1: 30 000. The purpose of collecting the aerial photographs was to provide the base map data to support the production of orthophotomaps.

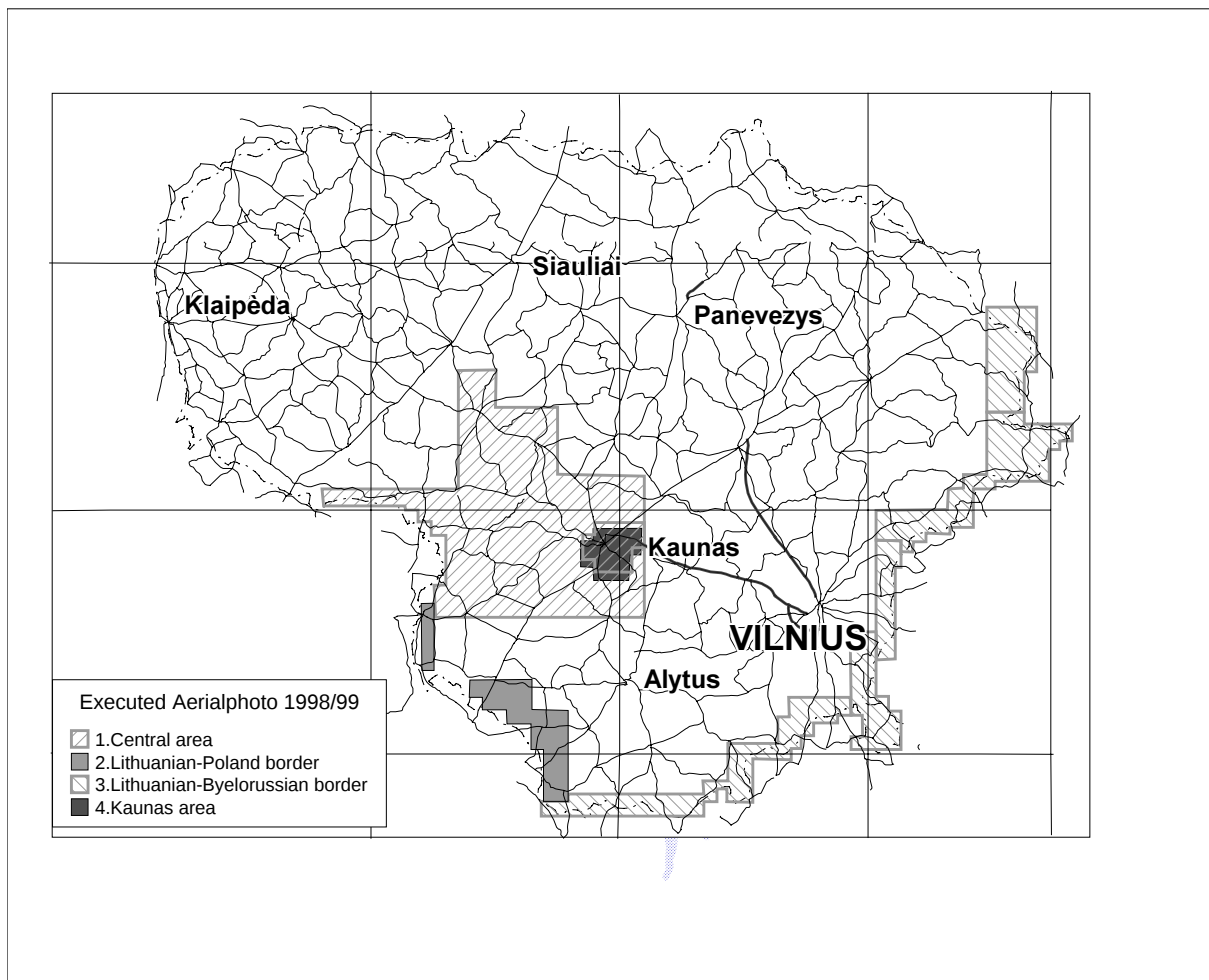
The area to be photographed consists of four main blocks;

1. Central area, negative scale 1: 30 000
2. Along the Lithuanian-Poland border, negative scale, 1: 30 000
3. Along the Lithuanian-Belarussian border, negative scale, 1: 30 000
4. Kaunas area, negative scale, 1: 6 000

Refer to Figure 1 for a graphic showing areas flown.

The project was conducted during the 1997 – 1999 timeframe. There were issues with weather (cloud cover) and the obtaining of permissions concerning flying the Belarussian border during this project but these types of issues are to be expected in this type of work. They were resolved to the satisfaction of both parties. Swedesurvey delivered aerial negatives, post processed GPS data, flight indices, film reports, contact prints and diapositives to the Lithuanian counterparts as per the requirements of the contract.

Figure 1 - Map of Aerial Photography 1998/99



With the completion of this project ~91% of Lithuania had been flown in the period 1995 to 1998.

3.2.2 Öst-1998-186 – orthophotomap production.

This project for the production of orthophotomaps of Lithuania was initiated in February 1998 between Swedesurvey and the Ministry of Agriculture – Land Management and Law Department. The project value was SEK 2 900 000. The objective of this project was to produce orthophotomaps, in analogue and digital format to address the mapping requirements for land reform and privatization.

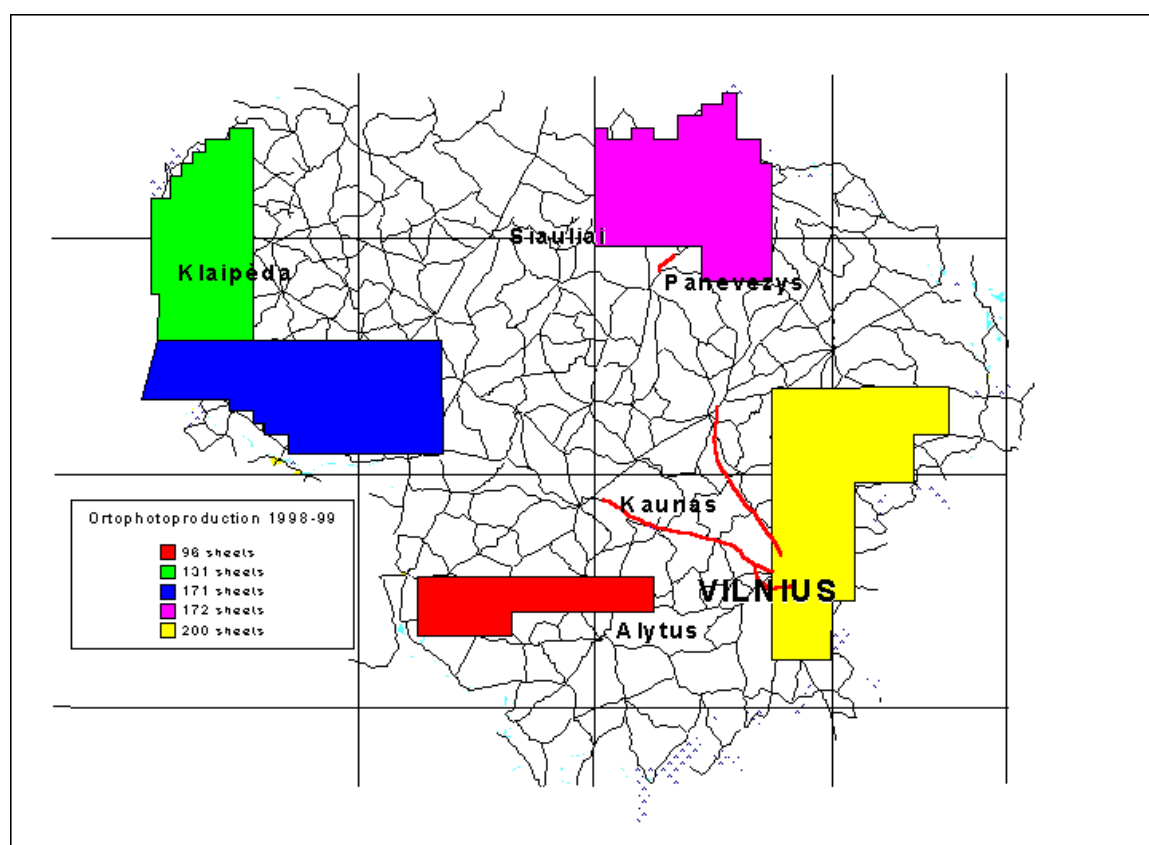
Production was as follows:

- 183 sheets by December, 1998
- 326 sheets by March 1999 and
- 270 sheets by 31st March 1999

A total of 779 sheets, in digital and analogue form, at scale of 1:10 000 were completed. In analogue form, 341 sheets at scale of 1:5 000 have been reproduced.

See Figure 2 for a breakdown of sheets produced.

Figure 2 - Map of Orthophoto Production



With the completion of this project ~ 85% of Lithuania has been mapped in orthophoto format.

3.3 The Land Management Projects

There were two (2) land management projects conducted in Lithuania that are reviewed by WaterMark: Öst-1997-217 and Öst 1998-465. Another project in the proposal stage was also reviewed.

3.3.1 Öst-1997-217

Project Öst-1997-217 was conducted in 1997 and 1998. The overall objective of this project was to create the cadastral (i.e., land parcel and property rights inventory) part of a Land Information System (LIS) in order to foster the development of a land market in Lithuania. It was hoped that it would be possible to use land as security for loans, expedite the issue of certificates of title of land and ensure that land dealings could be carried out in a timely way. Project Öst-1997-217 had a budget of SEK 2 550 000.

The main players involved in the project were Swedesurvey and the Ministry of Agriculture (from the Lithuanian side).

The Land Management track had six (6) subprojects:

- Project coordination – The Project Coordinator was to act as expert/advisor within different parts of the project and be responsible for coordination and co-operation with other donor programs.
- The development of a land administration system – The main purpose of this sub- project was to continue the development of the PC-based local system for land registration, to develop the central system for land registration and to establish relations to other relevant registers.
- Legislative support – The aim of the process was to restore the land and property rights of those who had owned land prior to 1940 or to their heirs and, at the same time, to privatize land that had been held in collective and state farms.
- Management and organization support – The aim of this task was to develop and conduct initial training courses designed to provide training in systems and office management, as identified by the World Bank. This training was seen as being necessary to ensure a smooth and efficient running of the land registration system.
- Training – The main content of the training programs was to be
 - property formation and registration
 - property valuation
 - land register administration and management
 - surveying and mapping
- Advisory support – During the implementation of the land reform there was a need for advice and support regarding different aspects of the reform.

As a result of the activities proposed in this project definition, the following were expected as deliverables:

- the local PC-based system for land registration would be further improved with reference to security, quality and routines
- another 200 000–300 000 land units would be registered in the system
- the development of the central system would progress according to the system development model
- the cooperation and interaction with other closely related systems would be studied and defined
- instructions and regulations on how to archive computer information would be issued
- standards and recommendations for the production of register maps, analog as well as digital, would be defined and the development of the integration between register and map would continue
- instructions and regulations to-the new law on Real Property Registration would be issued
- other land related legislation would be analysed and improvements recommended training in different aspects of the land reform such as management, property formation and valuation, digital mapping etc. would be run for managers and specialists on local, regional and central level of NLSL

3.3.2 Öst-1998-465

Project Öst-1998-465 was conducted from 1998 through to 2000. The overall objective of this project was to continue the work of project Öst-1997-217. Project Öst-1998-465 consisted of a single land management track with a budget of SEK 3 800 000.

The main players involved in the project were Swedesurvey and the Ministry of Agriculture (from the Lithuanian side).

The objectives of the project were as follows:

1. to create a unified real property register with legal force and state guarantee (including land, building and rights subject to them)
2. to improve the integration of legal, cadastre and graphical data
3. to prepare a strategy for real property mass valuation to be the basis for a real property taxation system
4. to create awareness about information security issues system.
5. to highlight the social benefits to society of a well-functioning land information system.

The expected results were as follows:

1. Final design of central data bank of Real Property Register would be established
2. Registration of 300,000 land parcels would be completed
3. 800,000 apartments and 600,000 buildings from old manual and partial computerized system would be connected to the Central Data Bank
4. Central, regional, local systems for real property registration would be developed and improved
5. Central data bank for land cadastre would be designed
6. Integration of attribute and graphical data would be continued
7. Database for address register would be designed
8. A model for real property mass valuation for taxation would be established
9. Training would be conducted on real property valuation, marketing, market development issues with respect to EU standards, computer courses on system development and new technology and law on real property cadastre and recommendations on by-laws regarding implementation of real property registration system.

3.3.3 Öst-2000-002319

Project Öst-2000 is proposed for 2001 and is a continuation of the work of projects Öst-1997-217 and Öst-1998-465. The project will provide continued assistance in developing land administration and the real property market as a part of the process for the accession to the European Union.

The aim is to support the State Land Cadastre and Register (SLCR) in implementing measures connected to land administration as part of the Lithuanian EU Accession Program (National Program for the Adoption of the Acquis). It provides for the further development of the land administration system in general. Special emphasis will be put on the integration between textual and graphic data in the real property register. A method for real property mass valuation will be introduced and will serve as a tool for establishing assessment values for real property taxation. The

Address Register will serve as an important link between systems and registers for the whole Lithuanian society.

The activities provided for by the project are in line with the legal acts adopted by the Seimas and the Government's decision to develop a real property information system that can secure ownership rights in real property and provide for better conditions for the real property market, thus encouraging investments.

The State Land Cadastre and Register of Lithuania and Swedesurvey AB are proposed to implement the project.

The objectives of the proposed project are as follows:

- To contribute to the awareness of the consequences of EU accession in the field of real property information systems and the demands on the real property market;
- To carry out a system audit to identify the bottlenecks in the land administration system and the land market development;
- To investigate training needs necessary to meet skill and knowledge gaps which constrain the system development, land administration and land market development processes;
- To improve the dissemination of information to different categories of users;
- To improve the integration between the Real Property Register, the Mortgage Register, the Population Register, the Legal Entities (juridical persons) Register and other registers of national importance;
- To implement a national method for real property mass valuation based on market values;
- To create applications for distribution of textual and graphical data via Internet.

The expected results from the proposed project are as follows:

- A secure and effective real property register and cadastre system would be implemented;
- Some 500 000 land parcels and rights to them would be registered;
- Data on 1 500 000 buildings and flats would be converted from paper files and entered into computer system and transferred to the central databank;
- A functioning model of the Address Register that serves as a link for the integration between different registers would be implemented;
- An audit of the land administration system would be carried out resulting in recommendations contained in a specific action plan for the removal of obstacles hampering the further development of the land administration system and the real property market;
- Integration and data exchange between the Real Property Register, the Mortgage Register, the Population Register, the Legal Entities Register and other registers would be improved;
- The real property mass valuation system would be implemented;
- A model for the integration of register, cadastre and graphic data would be completed and implemented;
- The services to private persons, institutions, and private companies would be improved;

- The awareness of the consequences of the EU accession process and its effect on the real property information systems and real property market would be improved;
- The transfer of know-how will have strengthened the institutional and human capacity at SLCR through training, seminars, courses in different areas such as real property market and economy, real property valuation, marketing, data dissemination to users, system security and integrity with regard to EU requirements;
- Recommendations on legislation on real property cadastre, real property mass valuation and taxation, integration of different registers, etc. will have been put forward.

4 WaterMark Findings

The WaterMark team made assessments of:

- the institutional arrangements related to land administration existing in Lithuania from a general perspective
- the output and results of the specific projects funded by Sida.

The sections that follow offer details of the findings.

4.1 Institutions

The findings outlined in this section relate to government activities as a whole and how the assistance provided to Lithuania, by Sweden, has made an impact on the Lithuanian government's approach to land management issues and thus its eventual acceptance as a EU member state.

With reference to institutions, WaterMark conducted our review based on the “staircase model” and its three indicators:

- Does the organization deliver expected output?
- Does the organization carry out internal changes on its own?
- Does the organization work actively with its clients?

4.1.1 National Government Operations

The government of Lithuania has 13 ministries of which four are directly involved with the management of land in Lithuania; Ministries of Finance, Justice, Agriculture and the Environment. The Ministry of Finance houses the Department of Taxation and the Ministry of Interior houses the Department of Information Policy, The Ministry of Justice houses the Mortgage Registry and the Ministries of Agriculture and Environment are jointly responsible for the State Land Cadastre and Register. The Institute of Aerial Geodesy (AGI) is also involved with land management in that it is responsible for map production in the country. The AGI is managed by the National Service of Surveying and Mapping of the Government of Lithuania.

4.1.1.1 Department of Internal Affairs, Ministry of Interior

WaterMark met with Juozas Zalatorius – Vice Minister of the Ministry of Interior and Grazina Keliauskiene – Program Manager of the State Registers Office in the Department of Information Policy. The state regulates all registries, based on the 1996 law on state registers. Their primary function is to co-ordinate, establish, and re-organize the registries. The government establishes registries based on input from government departments.

In November 2000 a five (5) year program was established for the period 2000–2004. It included the following:

- detailed requirements for an information centre
- a strategy to integrate registries (3rd quarter of 2001)
- implementation of the strategy in 2002–2003

There are about 170 registries in Lithuania but of these there are 5–7 important ones. The Department of Internal Affairs is in the process of deciding what should be centralized and what

should be decentralized. The SLCR is recognized by the Department of Internal Affairs as the best-run registry by far of all of the Lithuanian registries. None of the features of the SLCR have been adopted in the other registries.

4.1.1.2 Department of Taxation, Ministry of Finance

WaterMark met with Mr. K. Andrijauskas – Chief of the Registers and Data Processing Division, Mr. R. Ragenas – Chief of the Taxation Division, and Ms. Jurate Baleviciene – Deputy Director of the Tax Policy Department. The SLCR operations and the Department of Taxation are very closely linked. SLCR sends value information to the Department quarterly. For tax on state owned land that is leased, the SLCR calculates tax values and prints out the tax notices based on data it receives two (2) times per year from the regional tax offices⁶; taxpayers are responsible to pay taxes directly. State enterprises apply to SLCR to get the value of the property and then they also pay directly. All taxpayers can check their tax at the State Land Cadastre. Land taxes are based on the Normative Value of the property. Other taxes are based on market values in so far as these are available.

The Tax Directorate noted that the SCLR had the best managed registry and that this was largely due to Sida support. The Department staff further noted that the SLCR was an essential component in identifying new tax payers and in enforcement of land and property taxes.

There are some concerns about data quality and the size of the database. Examples of some of the problems include:

- in the districts, there are some properties that are not in the registry, e.g.,
 - not all data about leased land is in the database (only leases greater than three years are registered by SLCR) and therefore data must be collected by the Taxation Department at the local level;
 - land under apartment buildings is not yet included.

Future plans affecting the Taxation Department include the following:

- Changes in legislation
 - all physical persons will have to declare their property which will mean that the amount of data in the SLCR will increase significantly
 - procedures for paying taxes will change (land tax payment procedures and real property tax payment procedures are to be combined and based on market values derived from mass valuation)
 - the laws involving taxation of land and of buildings will be merged and the SLCR will be the source of all data for tax, administration, and rent, except for leased land.
- Changes in the Technology Environment and Data Exchange
 - Different data is required from various sources (e.g., market values can be based on construction costs) and there are data exchange agreements (on leased land and on constructions and buildings) that must be kept up-to-date. These agreements are based on the estimated costs of services, not the data itself.
 - The SLCR is available in the Department of Taxation and they use it for their purposes. They obtain updates four (4) times per year from the SLCR. The tax Department will be establishing tax boards at the local level and they will require access to SLCR data

⁶ Territorial tax offices collect this data from other sources. (municipalities, other government departments, etc.)

- It will continue to be important to maintain standards between systems, such as the linkages between parcel number and owner (tax payer) as the systems change to insure consistent taxation.
- The addition of an Address Register would provide better information on taxpayers
- EU requirements are currently under investigation.

Real Property Taxation in Lithuania makes up a small part of the country's budget.

- 6–7% of the budget of municipalities
- 2% of the budgets of the municipalities and the central governments combined.

VAT, Exercise Tax and Income Tax make up a large portion of the budget. There is also a 10% transfer tax (or stamp duty) on the 2nd and subsequent property transfers within a year. The staff noted, however, that no matter how small the real property tax is, this tax is a very sensitive social issue and there is a need to ensure the accuracy of the data and procedures used.

Tax Appeal Process includes the following:

- appeal to local municipality
- appeal to central office
- appeal to Commission under the Ministry of Finance
- appeal to the courts

4.1.1.3 Ministry of Justice

The mortgage registry database is with Department of Justice. The government of Lithuania budget funds the mortgage registry. This change took place in April 1998, as previously mortgage information was contained in the Real Property Register.

The mortgage registry is an important component in a complete real property registration system. The existence of a separate registry implies that each time a transaction takes place, two (rather than one) sources must be consulted by the purchaser and respective notaries. This inconvenience was noted by the private notaries interviewed. There is also a possibility of a time lapse in registration of rights and restrictions between the Ministry of Justice and SLCR which could affect the validity of a transfer.

4.1.1.4 Ministry of Agriculture

WaterMark met with Ms. Danutė Navickienė, Deputy Director of the Land Management and Law Department. The Ministry of Agriculture is one of the two ministries responsible for the SLCR, primarily because of its management of the land reform process with the consequent requirements for registration. Approximately 700,000 applications for 4 million ha. of land have been submitted; 2.3 million ha. have been restituted and another 0.7 million given in compensation (when the land had been substantially modified). Of the rest, some is not attractive because of remoteness – especially in the eastern Lithuania, and some does not have sufficient documentation. The unclaimed land will be privatized beginning later during 2001.

The Ministry collaborates with SLCR on data-sharing and legislative drafting. The relations are good, but there are a few issues:

- there is a continuing controversy over the joint responsibility of the Ministries of Agriculture and Environment for SLCR. A recent decision of government decided to maintain the current arrangements, at least until the land reform is considered complete.

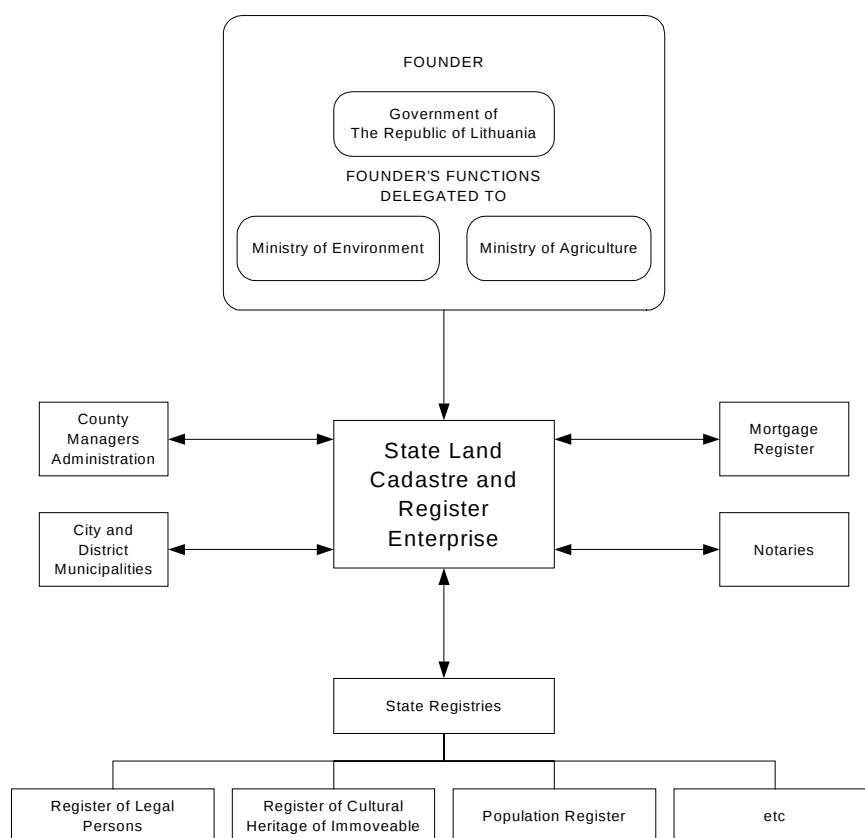
- the separation of land and buildings continues to be a problem. In rural areas, if farmers live on their holdings, the land parcel includes both agricultural and residential land; the suggestion is to create a separate residential parcel around the building.
- there is a need for information campaigns, research and pilot projects on the use of thus-far unwanted land. It is in the interest of the SLCR as well as the Ministry that all land be identified as having an owner or owners, state or individual or collective.

4.1.1.5 State Land Cadastre and Register in Lithuania (SLCR)

The Government of the Republic of Lithuania founded the State Land Cadastre and Register (SLCR) in July 1997 to better organize the process of registration of real property and rights to it, secure ownership rights to the registered property, develop the real property market, improve customer service and ensure a more efficient use of the public funds. The SLCR is the responsibility of two Ministries, Agriculture and Environment.

The SLCR is attempting to embrace the concept of the “one-stop-shop” and delivers its mandate through the 10 counties of Lithuania with an SLCR office in each county. Each county is divided into municipalities with each county having 60 municipalities. Some municipalities have client service centers (3rd level of organization) See Figure 3.

Figure 3 – Real Property Administration System

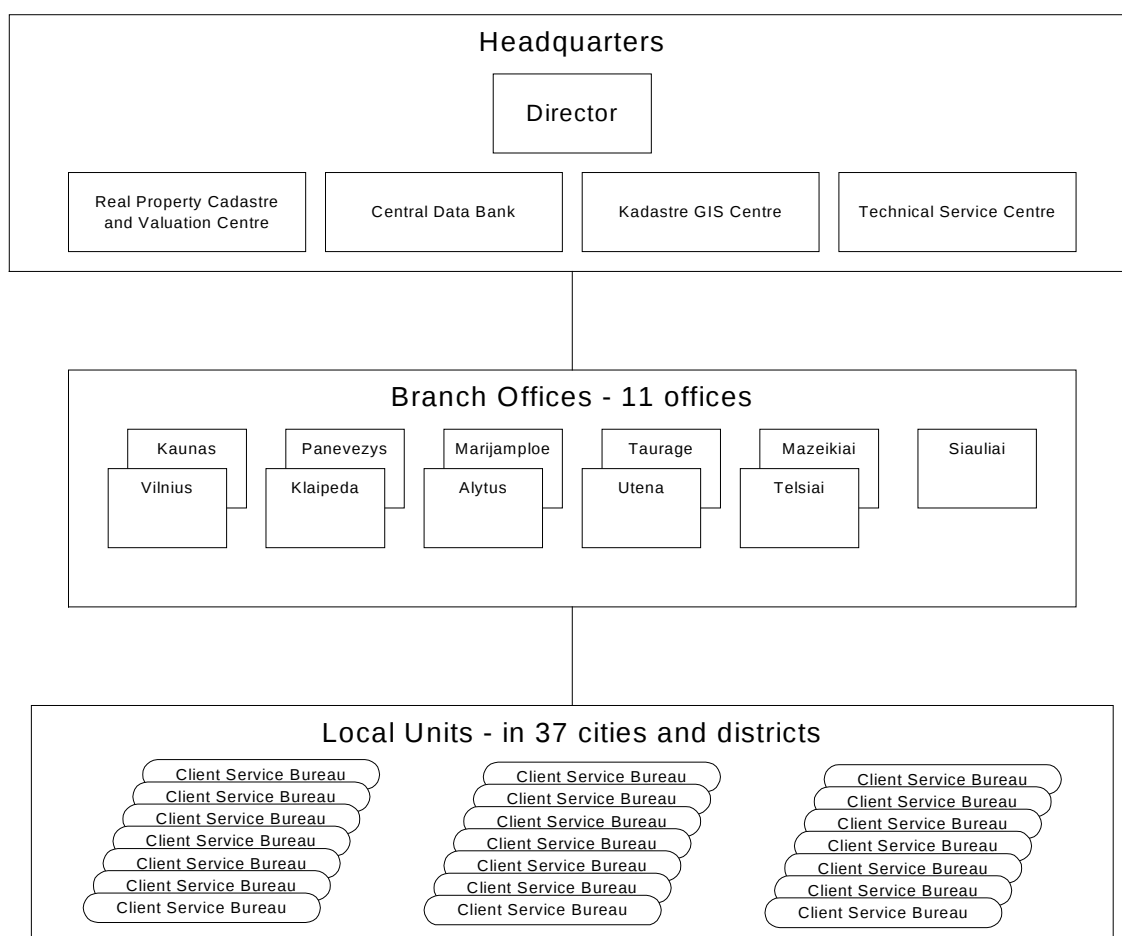


The headquarters of SLCR is responsible for methodology, management and legal aspects of land management. All activities with respect to cadastral registry are carried out in Branch Offices. Headquarters is divided into four (4) departments

1. Real Property Central Data Bank
2. Real Property Cadastre and Valuation Center
3. Cadastral GIS Center
4. Technical Services

See Figure 4 for an overview of the structure of the SLCR.

Figure 4 – Overview of the structure of the SLCR



In addition, there are 11 regional branch offices and 37 client service bureaus where registration actually takes place.

The following sections provide details as to the operations of each part of the SLCR organization.

Real Property Central Data Bank

In October 1997 the law on the real property register was adopted and was amended in June 2001. In July 2000 the law on the real property cadastre was adopted but it did not come into force until January 2001.⁷ The laws on the real property cadastre and register address two main issues:

- Formation of real property
- Registration of real property

The real property registry has over 4,000,000 entries. All property that has been restituted to original owners has been registered. The real property registry has links to the civil registry, the legal entities registry, and the mortgage registry, and it exchanges information with the agricultural registry. The registry includes land and buildings; land is the responsibility of the county level and buildings are the responsibility of the municipality level. By mid-2001 the SLCR will complete the entry of all buildings and real property construction.

The new civil code (to come into effect July 2001) establishes the concept of real property – the combination of land and buildings. (It was noted frequently that Swedish assistance helped to establish the concept of a unified real property unit both within SLCR and in other organizations.) The exception to the real property concept is apartments.

The real property registry is not funded by the government budget, but rather by fees it collects for registration, services, and information about properties. Land registration occurs in 48 locations in Lithuania. Online registration occurs in 11 branch offices only. Typically the number of registry people in a client center is three (3).

The law for real property came into effect in January 1998. It stated that the digital database is the authority for all land-based transactions. The registry database receives information about mortgages from the Mortgage Registry. This is the major missing component in a modern integrated real property registration system.

SLCR information services have been produced on – line for easy access. The website for SLCR is www.kada.lt. The database is updated every day. Lithuania is currently examining options for the development of incentives for people to register transactions, so that the registry data will be complete. Natural and legal persons can obtain information about real property and associated rights from the Central Databank via the Internet or at the Branch Offices. This is very similar to services provided in Sweden and elsewhere.

See Figures 5–8 for sample screens and outputs from the Central Data Bank.

⁷ All drafts of the law were submitted to Swedish experts and they provided both official and unofficial comments. This law was very controversial and the Swedish input was critical to getting the law passed.

Figure 5 – Cadastre data bank output 1



Paieška pagal TURTO IDENTIF.	Paieška pagal TURTO ADRESĄ	Paieška pagal FIZINI ASMENI	Paieška pagal JURIDINI ASMENI
---------------------------------	-------------------------------	--------------------------------	----------------------------------

Turto paieška pagal adresą



Paieškos sąlygos: savivaldybė Vilniaus m. sav., gatvė
basanavičiaus*, namas 33

Paieškos trukmė: 19 s (19s+0s)

Surasti įrašai: 1 - 18 / 18

Spausdinimui naudokite
Microsoft
Internet
Explorer

Reg. Nr.	Turto objektas	Turto valdytojas
10/134939	Pastatas 10/940-1192-01-4 (gyven.) >> Vilniaus m. sav. Vilniaus m. J. Basanavičiaus g. 33	Įrašų nėra
10/134926	Butas >> 10/940-1192-01-4:0024 Vilniaus m. sav. Vilniaus m. J. Basanavičiaus g. 33-1	DAUKANTIENĖ KAZIMIERA asm.k. 43009290042, gim.d. 1930.09.29
10/134927	Butas >> 10/940-1192-01-4:0030 Vilniaus m. sav. Vilniaus m. J. Basanavičiaus g. 33-3	BABRAITENĖ STANISLAVA asm.k. 44807240557, gim.d. 1948.07.24
10/134927	Butas >> 10/940-1192-01-4:0030 Vilniaus m. sav. Vilniaus m. J. Basanavičiaus g. 33-3	BABRAITIS VYTAUTAS gim.m. 1938
10/134928	Butas >> 10/940-1192-01-4:0031 Vilniaus m. sav. Vilniaus m. J. Basanavičiaus g. 33-4	ANDRIJEVSKIENĖ VIRGINIJA asm.k. 46009030419, gim.d. 1960.09.03
10/134929	Patalpa >> 10/940-1192-01-4:0035 Vilniaus m. sav. Vilniaus m. J. Basanavičiaus g. 33-5	UŽDAROJI AKCINĖ BENDROVĖ "ZETA" į.k. 2044439, reg.d. 1991.02.28
10/134930	Patalpa >> 10/940-1192-01-4:0036 Vilniaus m. sav. Vilniaus m. J. Basanavičiaus g. 33-6	GRINIUS KESTUTIS asm.k. 35608100088, gim.d. 1956.08.10

Figure 6 - Cadastre data bank output 2



Paieška pagal TURTO IDENTIF.	Paieška pagal TURTO ADRESĄ	Paieška pagal FIZINI ASMENI	Paieška pagal JURIDINI ASMENI
---------------------------------	-------------------------------	--------------------------------	----------------------------------

Nekilnojamojo turto kadastro valstybės įmonė

- **Apie įmonę**
Bendra informacija apie įmonę, administraciją; išrašas iš įmonės įstatų
- **Statistinė informacija apie žemę**
Įregistruotų sklypų skaičius ir plotas, duomenų krovimų rezultatai
- **Paieška žemės registre** (Tik registruotiems vartotojams)
Informacijos paieška centrinėje žemės registro duomenų bazėje
- **Paieška nekilnojamojo turto registre** (Tik registruotiems vartotojams)
Ieškokite pagal turto identifikatorių, adresą, savininką (fizinį arba juridinį asmenį)
- **Vartotojo registracija**

 Lietuviški priedai Windows 98 ir Windows NT 4.0



NEKILNOJAMOJO TURTO KADASTRO
VALSTYBĖS ĮMONĖ

Adresas: V. Kudirkos 18 Telefonas: (22) 614 537
Vilnius 2600 Faksas: (22) 224 311
Lietuva E-mail: info@kada.lt

Figure 7 - Cadastre data bank output 3



Paieška pagal
TURTO IDENTIF.

Paieška pagal
TURTO ADRESĄ

Paieška pagal
FIZINI ASMENI

Paieška pagal
JURIDINI ASMENI

PAGALBA



Turto paieška pagal adresą

Savivaldybė: Vilniaus m.

Vietovė: *

Gatvė: basanavičiaus **

Namas: 33 *

Butas: **

Asm. tipas: Fiz. asmuo

Pavardė/pavadinimas: *

Asm. vardas: **

Asmens kodas:

Su istorija: ☐

Turto objektai: ☒ visi ☐ sklypai ☐ statiniai ☐ patalpos

Rezultatų skaičius: ☐ 100 ☒ 250 ☐ 500

Išvalyti

Ieškoti

Paieškai būtina nurodyti **bent vieną** iš kriterijų **savivaldybė, vietovė, gatvė**. Tačiau tam, kad surastų įrašų skaičius neviršytų 250 bei sumažėtų paieškos trukmė, Jums dažnai teks nurodyti daugiau kaip vieną kriterijų. Plačiau apie tai - [pagalbos puslapyje](#).

Rašykite mums

© 1997-2001 Nekilnojamojo turto kadastro valstybės įmonė

Figure 8 - Cadastre data bank output 4



ŽEMĖS IR KITO NEKILNOJAMOJO TURTO KADASTRO IR REGISTRO VALSTYBĖS ĮMONĖ

V. Kudirkos g. 18, Vilnius 2600, tel. 688 257, faks. 688 311

NEKILNOJAMOJO TURTO REGISTRO CENTRINIO DUOMENŲ BANKO IŠRAŠAS

Išrašas suformuotas: 2001 05 09 13:31:39

1. Nekilnojamojo turto registre įregistruotas turtas:

Registro Nr.: 10/134935

Sudarymo data: 1999 01 25

Versija: 5 (2001 03 19)

Statusas: 2 (sukurti duomenys)

Adresas : Vilniaus m. sav. Vilniaus m. J. Basanavičiaus g. 33-12
2. Turto objektai:

2.1. Turto objektas: Patalpa / Butas

Paskirtis: Gyvenamoji

Unikalus objekto Nr.: 10/940-1192-01-4:0037

Statiny, kuriame yra patalpa: 10/940-1192-01-4, 1A3p

Patalpų/kambarių sk.: 2

Bendras plotas: 49.82 kv.m.

Gyvenamas plotas: 31.18 kv.m.

Aukštas: 3

Vidutinė rinkos vertė: 102649.4 Lt

Statybinė vertė: 79450 Lt

Atstatomoji vertė: 54026 Lt

Įkainojimo data: 2001 03 19

Duomenų tikslinimo data: 1998 10 12
3. Turto objektų priklausiniai: įrašų nėra
4. Turto valdymas:

4.1. Valdymo forma: Nuosavybės teisė

Valdytojas: KAIREVIČIUS AUDRIUS, a.k. 36902070482, gim.d.1969.02.07

Valdomas turtas: visas butas, aprašytas 2.1 punkte

Juridinis pagrindas: Statinio priėmimo naudoti aktas, 1998 12 08, Nr.2641

Savivaldybės valdybos sprendimas, 1998 12 30, Nr.2479V

Priėmimo perdavimo aktas, 1999 01 11

Galioja: nuo 1999 01 25
5. Kitos daiktinės teisės turte: įrašų nėra

Real Property Cadastre and Valuation Center

This unit is more concerned with the object of property (i.e., the land parcel or building unit) than the rights to the object. There are approximately 30 people in the 11 regional offices that support the Real Property Cadastre and Valuation Center.

To ensure proper functioning of the land market, the land administration system has been designed to secure private ownership rights to land and other real property, promote investments, provide data for the acquisition of loans and taxation of real property, and generate information on real property for public use.

Land markets

On the basis of the submitted applications, private ownership rights have been restored to 78 per cent of land, forest, and water bodies. Despite the incomplete land reform, the land market has started functioning. Along with land privatization, the course of the land reform also involves conclusion of transactions for private land purchase and sale, and gift transfers. Five per cent of real property changes owners every year. In accordance with the Constitution, land parcels for non-agricultural use have already been made available for acquisition into ownership by national and foreign natural and legal persons.

Land valuation

Lithuania has adopted the Swedish model of zoning (areas of comparable value based on land use and location) for land valuation. They have developed processes and procedures⁸ for mass valuation. The new law providing for the implementation of these procedures will come into effect in 2003.

Property taxes in Lithuania comprise the tax on buildings (paid by enterprises and organizations) and the land tax (paid by the land owner or in the case of leased land, the lessor).

In 2000 the amount of real property tax paid by enterprises and organizations to municipal budgets was more than twice as large as in 1995: 192 million LT versus 71 million, representing 6.66 per cent of the municipal budgets versus 3.94 per cent in 1995. (equivalent to 2.22 per cent of the national budget versus 1.25 per cent in 1995). The land tax amounted to 15.5 million Lt in 1995 and 20.8 million Lt in 2000. However, the revenue generated from land taxes is very small. (less than 1/4 percent of the national budget and less than only about 1 percent of the municipal budgets.)

Cadastral GIS Center

The basis of the cadastral mapping system is the 2667 orthophotomaps of Lithuania at 1/10,000 scale. Of these maps, 2 233 were produced by Sweden and 434 were produced by Lithuania⁹.

In all 11 districts the following information activities exist:

- Survey plans are brought into the district office
- They are scanned
- They are vectorized
- They are put into the cadastral system

⁸ Mass Valuation of Real Property for Taxation Purposes in Lithuania.

⁹ The photography on which these orthophotomaps is based was flown by Sweden.

SLCR currently does not resolve issues such as overlapping property boundaries unless they can be addressed easily. Sometimes they send surveyors back into the field to address these issues.

The hierarchy of the system is as follows:

- Cadastral Units – for all of Lithuania
- Cadastral Blocks – in each unit
- Cadastral parcels – in each block

In June 2001, legislation will come into effect that will require everyone to use orthophotomaps when preparing property maps.

Figures 9 – 12 indicate sample outputs from the GIS Centre system. Each snapshot indicates property boundaries projected over orthophotography or digital base mapping. Some of the snapshots visualize query capability.

Figure 9 - GIS 1

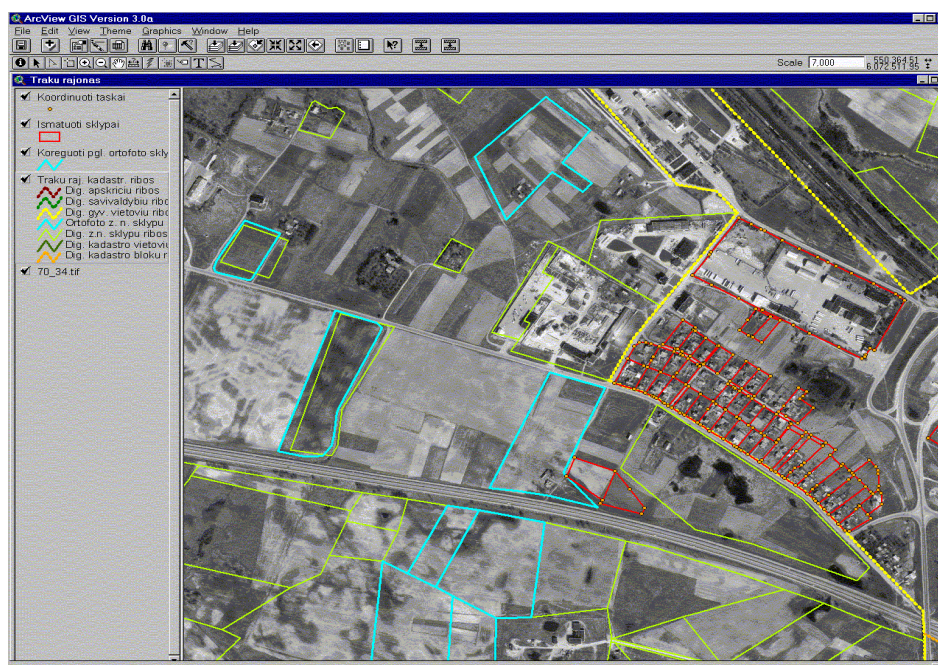


Figure 10 - GIS 2

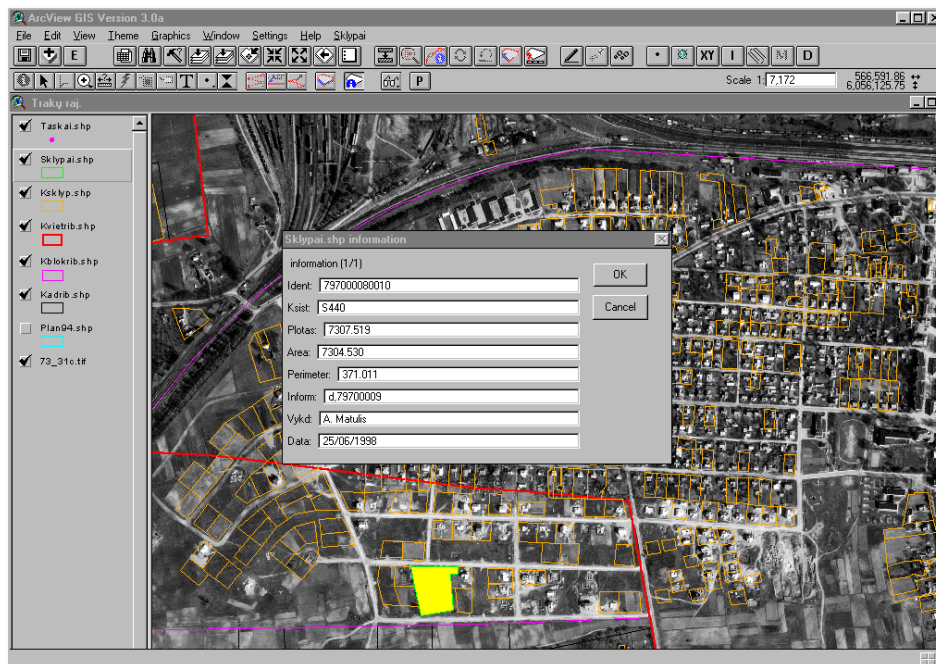


Figure 11 - GIS 3

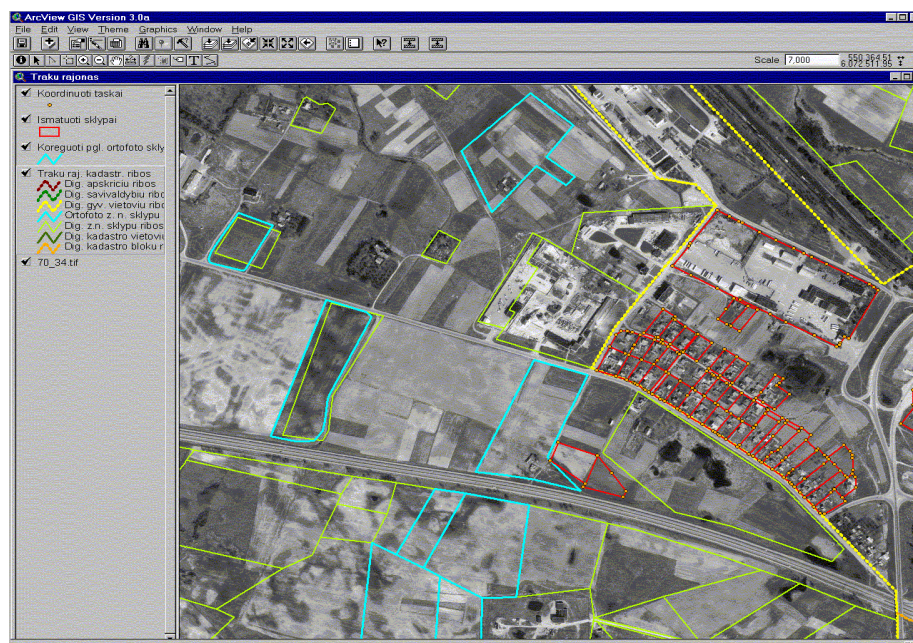
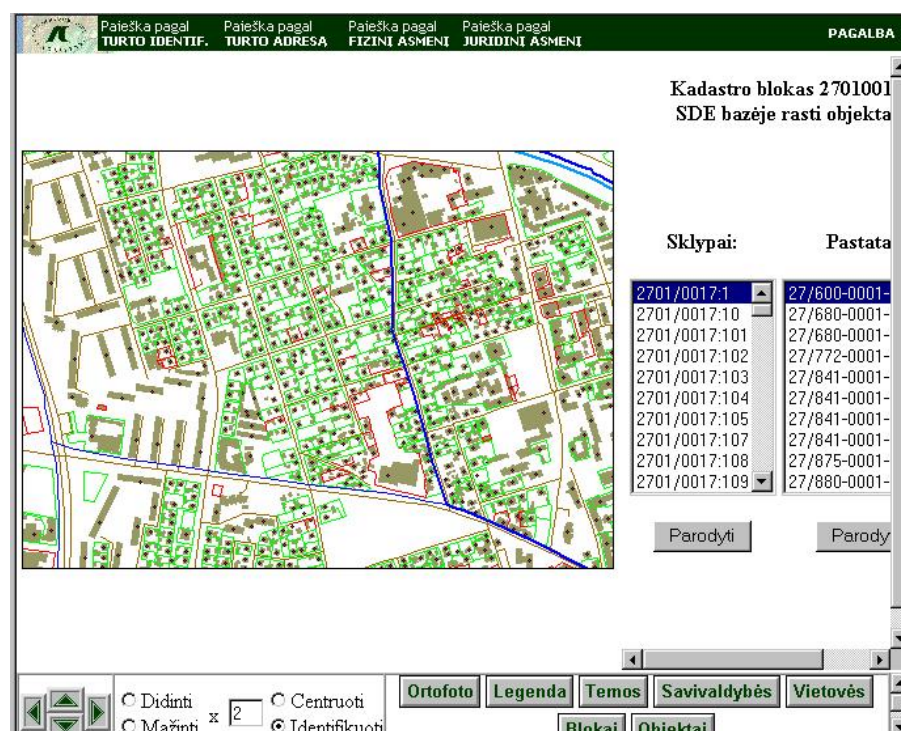


Figure 12 - GIS 4



Technical Services

This center provides technical services with respect to computer networking, interfacing and software integration support to the complete operation.

Customer Service Bureaus

The team visited one customer service bureau, in Trakai district within Vilnius county. This Bureau is in a region with a very active real property market, and receives about 3,500 requests for services per month, of which: 50% involve registration of real estate (about half of these are requests for first registration); 30% involve transactions via notaries; and 20% involve requests for information.

The Bureau staff indicated that many people with restituted property have not yet registered it, for various reasons including cost, inconvenience, and potential tax liability. Registration procedures remain complicated, with buildings constructed prior to 1958 having different, and more complex, rules for valuation than those constructed thereafter. New construction is a special problem if the land is unregistered. In addition, there are problematic cases where one building sits on two or three demarcated parcels. Because of the complexities of registration, the county bureaus must cooperate closely and often with the Chief Architects of municipalities, whose offices are responsible for many of the documents to be registered and many of the approvals that are required for transactions or other registration activities.

4.1.1.6 Institute of Aerial Geodesy

The Institute of Aerial Geodesy is managed by the National Service for Surveying and Mapping on behalf of the national government of Lithuania. It is responsible for the following activities:

- Surveying
- Analytical and digital photogrammetry
- Digital mapping
- Map reproduction

The mapping expertise in Lithuania to produce the orthophotomaps used in the SLCR is based in this organization.

4.1.1.7 Interface with Private Sector

One of the principal services to be provided by the SLCR is the information required for effective operation of property markets. Much of the demand for this information will be from the private sector. The WaterMark team visited the following entities in an attempt to understand how the SLCR operation was being perceived and received by the private sector:

- Private land surveying firm
- Banks
- Real estate agents
- The Association of Valuers
- Registry of Notaries

Comments made by each group are included below.

Private Land Surveying Firm - Atspindys

WaterMark met with Vytautas Zeimys – the owner/operator of the company. The company has a staff of four (4) including an architect, geodesist and land management specialist. They have been performing topographic surveys for eight (8) years, surveys for land restitution for five (5) years (approximately 50% of current work) and in 2001 they started to do land and buildings surveys. The company has a five (5) year contract with the county administration that they won through a competitive bidding process. Plans for registration are submitted to the county bureau where the work is checked by the state. The plan examination is efficient as compared to other countries (1–2 weeks) and this ensures the quality information eventually registered in the Real Property Register. The company has the equipment and knowledge to do their work in-house.

Atspindys uses the services of the SLCR in that they purchase the digital orthophotomaps in order to conduct surveys of parcels and constructions.¹⁰ Zeimys believes that without the orthophotomaps it would be very hard to restore boundaries accurately in many cases.

Licenses are obtained from the County Bureaus for geodetic and for cadastral (boundary) surveying. An association of private land surveyors in Lithuania currently has a membership of approximately 200. There is some concern that there will not be sufficient qualified staff to meet growing work demands and there is large competition for qualified graduate surveyors now.

Banks – Lietuvos Zemes Ukio Bankas and Vilniaus Bankas

Lietuvos Zemes Ukio Bankas

WaterMark met with Mr. Romas Judickas – Director of the Security Department, and S.Vaineikis-Chief of Division Data. The Bank is interested in real property and in property valuation and has an on-going relationship with SLCR (access to the Real Property Register Database.) The Bank

¹⁰ The company pays 118 litos for a 5 square kilometer of orthophotography

indicated that data quality, including accuracy and reliability, is very important to be able to check their clients in terms of qualification for loans. The data should provide the legal basis for decision-making and be seen as being correct by all, i.e., the data should be relied upon as having legal status. The Bank uses the SLCR when working with clients that have not met their obligations to the Bank and when working with future/potential customers. Between 1992–95 there were many defaults on loans and the Bank looked to the SLCR for resolution. Using the property data available in the SLCR, the Bank can trace the history of property transfers.

The Bank has two (2) years of experience with the database and there have been no major misunderstandings or issues between the Bank and SLCR. They hope that the data quality will continue to be good and that the IT environment will improve. The Bank is currently also using data on buildings and apartments.

There are some issues with the database:

- Detailed information on greenhouses is required and the Bank cannot retrieve all the data when they make a query. This is a problem because they have to pay for the query and do not get all of the information.
- Sometimes the Bank finds that the database does not have all of the data. For instance, someone comes into the Bank with documents that prove that they are the owner of a building, the database shows a building but not the owner of the building because it has not been updated. Again the problem for the Bank is that they have to pay for data that is unreliable and/or incomplete.
- The Bank must get a certificate of ownership from the SLCR database for mortgages.

The Bank currently pays a quarterly subscription fee of 1 500 litas to SLCR. The cost of getting information from the SLCR is 2/3 of the cost of getting information from other sources. The cost of a query to the database is 10 litas. The cadastral database will continue to grow in importance as the Bank's business expands. Currently the Bank makes approximately 1 500 property related queries per quarter for loans.¹¹ The number of mortgages is increasing and is expected to continue to do so for the foreseeable future.

Mr. Judickas thought that the Association of Baltic State Banks might be interested in supporting the development/maintenance of the SLSR database.

The Bank would like to see the following additions to the SLCR system:

- include graphics or some information on the orthophotomap base¹²
- make the system faster - the network is very slow (because of graphics)
- be able to identify owners of neighboring parcels
- be able to have addresses in rural areas.
- provide more functionality in the dataset provided by SLCR.

The Bank also uses the Mortgage Register at 20% of the rate it uses the SLCR. The Bank has problems with liens - they cannot determine if the lien has been applied for or is in effect from the information in Mortgage Registry. The Bank did not understand the consequences of having two

¹¹ As in Sweden, the financial institutions may become the largest driving force in Lithuania for system integration, and for expedient provision of services.

¹² There is no mention of graphics in the current agreement that the bank has with the SLCR.

(2) registries when they were created. The Bank indicated that the registry should be more complete. Again the Association of Baltic Banks may be a vehicle for supporting unified registries.

The Bank is currently state owned but is looking for a buyer to privatize it. Agricultural loans are currently a very small part of its portfolio. The Bank is cautious of mortgages due to the variations in land values. The issue of selling land to foreigners is still open. The Bank has their own appraisers and they also use outside appraisers. Defaulters can have their land taken from them (does not happen very often). The Bank has several times used the registry to assist in the recovery of defaulted loans by tracing the timing of transfers and ownership.

Vilniaus Bankas

WaterMark met with Ms. Jelena Jankeliunene and Mr. Romualdas Trumpa of the Risk Assessment Division of the Credit Department of the Vilnius Branch of the Vilniaus Bankas (VB). VB is a member of the SEB Group of Sweden and is ten years old. It has its own property valuation staff, centered in the headquarters office, which also retains the real estate database of the bank. Branch offices have no valuers, and may use either the headquarters staff or private real estate companies. Only headquarters has direct access to the SLCR database.

VB has issued mortgages since late 1997, and has had very good experience with repayment thus far. The improved macroeconomic situation has permitted it to reduce interest rates from Libor + 7.5% in 1997 to Libor + 3.25-4.5% in mid 2001, and also to extend the term to as many as 20 years. VB now has about a 40% share of the mortgage market in Vilnius. On the other hand, the market is still thin, because most people, including professionals like teachers, do not have sufficient income to qualify for mortgage loans.

Real estate agencies – Oberhaus and Corporation Matininkai

Oberhaus

WaterMark met with Mr. Vytas Zabilius – General Director of the Oberhaus operations in Lithuania. Oberhaus is the second largest real estate agent in Lithuania and has offices in Estonia, Poland, Latvia and Lithuania. The company started in 1993 and has two (2) shareholders (an American entity and Apollo – a European Agency). They are involved in three (3) different types of work: valuations, commercial / institutional and residential. They believe that they are important actors in the real estate markets because they know the values of the property and they know the properties. They do zero (0) rural business and do most of their business in the three (3) major cities. (Vilnius, Kaunas, Klaipeda). Oberhaus has recently been involved in 5 investment properties: 2 retail buildings and 3 office buildings. Oberhaus interfaces with municipalities. Business has been developing well: in 1999 they started with three (3) people and did 700,000 litas in business. Since that time business had grown and they expect to have 50 people by the end of 2001 and complete 2,000,000 litas worth of business. They employ seven (7) assistant valuers and have two (2) licensed valuers.

Oberhaus uses the services provided by the SLCR. While they do not have a contract with the SLCR yet, they will probably sign a contract when the service gets better and the data bank is more complete. They indicated that the fact that there is a real property registry in existence is good and that a move toward combining the real property registry and the mortgage registry would improve matters. Once the data bank is completed, data exchange will be very useful for many people.

Oberhaus had the following comments concerning the SLCR, its services and its facilities:

- The SLCR premises of the Client Service Center in Vilnius are too small and get crowded quickly.
- They would like to have the graphics tied to the database, as they see this geographical information as being of use to them.
- There is no common database for valuations of properties and all valuers have their own - this is seen as something that should be remedied in future.
- There should be more communication from the SLCR to the industry – Oberhaus currently does not understand the SLCR plans and the target dates for implementing them.
- It would be good to simplify the process of registration. Oberhaus noted that they should be able to represent their clients. Now it is necessary for the actual client to show up at the registry with papers, etc. to complete a transaction.

Corporation Matininkai

WaterMark met with Mr. Rimantas Masionis, President, Mr. Steponas Deveikis, Vice President (also President of the Lithuanian Association of Property Valuers), and Mr. Tadas Raulusevicius, Property Valuer. The firm was established in 1993, and began work on surveying, brokerage and restitution. It subsequently began to provide valuation services, and is now one of the main actors in the field with 75 professionals involved. Its clients are of all types: government, individuals, banks, and international companies. It is believed to be the largest company of its kind in Lithuania.

According to the corporation, problems continue in the real estate markets. The most severe problem is that legal persons cannot own agricultural land; the result is that there are no mortgages on agricultural land (which depresses agricultural investment, reduces land prices, and yields less business for real estate companies). The rest of the real estate market is weak because of the struggling economy, distorted because of high corporate demand in Vilnius (where prices are perhaps 3 times as high as in Kaunas), and very vulnerable to outside events. For various reasons, including competitive mistrust, there is no “multiple listing service” or other common database.

The real estate information system is much improved, in great part due to Sida’s assistance. However, the database paradoxically has too much information and incomplete information. The details on properties, especially buildings, are excessive, and access to the data is too expensive. This is as true from the surveying side as from the real estate transactions side. The corporation thinks that the accessibility and cost of the database should be a priority for Sida assistance.

Association of Property Valuers

In Lithuania there is a double certification model for valuers; the individual must be certified and the company offering the services must also be certified. There are 400 Level I valuer assistants, 200 Level II valuers and 20 experts currently in the association of valuers in Lithuania. There are also 60 valuation firms certified.

The Technical University offers training in valuation and the Ministry of Finance provides specialized courses in valuation. The Ministry of Finance has delegated the responsibility to certify valuers to the Valuers Commission¹³.

WaterMark discussed the Association at the meeting at Corporation Matininkai, as all of their staff are members and its Vice-President is the Association’s President. The Association has the majority of valuers as members (some are inactive, but some belong to another association or operate independently. It operates as an NGO, but has not yet succeeded in defining or getting government

¹³ Mr. Arvydas Bagdonavicius, Deputy Director of the SLCR is a member of Commission

to be interested in professional standards or licensing. Valuation is not a very profitable activity at the moment, with fees (which are completely negotiable) averaging 20% those of the USA and barely 10% of those of Germany.

Notaries

WaterMark met with Ms. Asta Kielienė – Vice-President of the Chamber of Notaries, and Ms. Egidija Tiesnesienė – Manager of the Chamber of Notaries. Private notaries were established in 1992. Since 1994 they have been affiliated with the Latin Union of Notaries. There are 189 notaries; all are women except 8. In Vilnius there are 46 notaries. It is difficult to enter the profession because the number of positions is fixed by the State.

Notaries must confirm all real property transfers. In the cities 2/3 of the notarial work is with real property. Most of the transactions are with buildings. In the course of doing their jobs, notaries need to access to the Enterprise Registry, Liens Registry, Population Registry, Mortgage Registry, Marriage Registry and the Real Property Registry. Notaries must check for correctness of the data in documents and in registries

The new Civil Code, which comes into effect on July 1, 2001, will result in some changes to the role of the notaries:

- Notaries' responsibilities will be increased
- Notaries will be responsible to establish facts in a transaction among free parties.
- The notary will be responsible to keep the documents of transfer and must notify the registry of a transaction within 24 hours. (The documents must be copied and sent to the registry within five (5) days.)

The Ministry of Justice has said that the notaries are to cover the costs of the new civil law requirements, however, all fees and tariffs are set by the Justice Department. Recently the Notaries submitted a proposal to the Justice Department for a tariff increase.

With the introduction of the new Civil Code, the notaries will need to be familiar with the operation of the registry. The Notaries have had some meetings on technical issues with SLCR property database but they have had no training or familiarity sessions with the SLCR. The chamber has access to the SLCR database via the Internet but not all notaries have computer access¹⁴.

Those Notaries working with the SLCR are very satisfied with the service provided. The data in the SLCR is accurate and useful¹⁵. In those cases where an issue arises between documents and the SLCR records, the SLCR re-issues the documents and these replace the previously existing documents.¹⁶

4.1.2 International Activities

The SLCR has examined land valuation systems in Holland, Norway, Sweden, Germany, Denmark and Canada and have presented papers at international forums.

¹⁴ Those working in cities use internet but those working in rural areas do not use internet.

¹⁵ The data in the SLCR is supposed to have been verified by Notaries before it was entered

¹⁶ Sometimes this happens but when it does the errors are usually superficial (misspellings, Date of birth, etc.)

Lithuania has had PHARE programs but the largest international support comes from Sweden. Other countries that have assisted Lithuania are Denmark and Finland. The PHARE project involved both training of system administrators and Oracle database management training.

4.2 Projects

This review includes comments from a strategic perspective, a technical perspective and from a management perspective. The strategic review addresses issues from a Swedish perspective vis-à-vis the funding program. The technical reviews address the content of the projects. The management review addresses how Swedesurvey implemented the content of the projects.

4.2.1 Strategic Perspective

The Lithuanian EU Accession Program is planned for 2001–2003. The actions to be taken with respect issues addressed by the projects under review are covered under the following:

1. Establishment of a real property administration system
2. Creation of favorable conditions for the development of real property and credit markets
3. Ensuring the registration of all real properties and the rights held in them
4. Ensuring the development of the real property cadastre and register information system
5. Establishment of a real property valuation system for taxation

Progress has been made on these during the previous projects supported by Sida and other donors, and efforts should be continued and intensified in the next phase. Now that the new Civil Code has come into effect (1 July 2001) and other laws have been enacted, the basic real property legislation of Lithuania conforms to the EU's recommendations. There is still more work to be done, however, on harmonization of existing laws with the Civil Code.

It is not surprising that the Sida projects have helped Lithuania move towards EU accession, since that has been an aim of the assistance for several years. By and large, all the successes of the Sida projects, whether technical or institutional, have contributed to this goal.

In reviewing program progress, Sida may wish to address the following areas.

4.2.1.1 Funding Issues

While having a policy that Lithuania shares in the funding is appropriate, it seems that projects do not progress from the Lithuanian side unless funding is available from the Swedish side. It may be prudent for Sida to ensure that, consistent with Sida objectives, certain projects that might make it possible for entities to become self sustaining are not be stopped mid way due to a requirement for Lithuania to contribute funds that are not available.

4.2.1.2 Environmental Impact Issues

These projects do not have a direct impact on environmental issues. However, good mapping information and the capability to portray that information can assist in very dramatic ways to environmental issues and protection. For example:

- Maps are used in contingency planning and response to environmental accidents;
- Property data is an important source of information for identification of high stress areas where new development may be compromising the local environment;

- Zoning, using property and other map data, is used to appropriately plan the development of cities and facilities to manage environmentally sensitive areas in municipalities and rural areas;
- Emergency response capabilities provided by the integration of accurate positioning and graphic maps can facilitate a more appropriate response to an emergency, either environmental or otherwise.

4.2.1.3 Gender Issues

There appear to be few issues in this project with respect to gender. These can be divided into two components:

- *Participation in the Project and Land-related Agencies:* The Sida practice of ensuring women as well as men participate in study visits and training helps to ensure that women are given opportunities to become directly involved with the project. As found in Sida land administration projects in other countries, this should assist Lithuanian women in competing for project-related positions. The SLCR has several women in management positions (e.g., chief legal advisor and in valuation) who are directly involved with project implementation. In the private sector it was noted that only 8 of 189 notaries are men. Since the number of notary positions is fixed, new notaries can only assume a practice on retirement or other change. These imbalances (similar to the fact that women held most positions in the former Bureaus of Technical Inventory – the primary source for valuers) are due to historical perceptions of job prestige and salaries.
- *Access to Property:* WaterMark was told that the law protects the rights of men and women equally with respect to access to real property, including provisions for divorce and inheritance. As in other countries however, to make this access effective, people also need access to financial resources, information, and legal recourse. In this respect the Sida project in land administration helps to ensure that rights are documented, recognized in law, and given security.

4.2.2 Technical Perspective

4.2.2.1 Mapping projects

The technical aspects of all of the mapping projects *have been achieved*¹⁷. Project deliverables have been met and there is ample evidence that the Lithuanians have been able to translate the Swedish assistance into functioning entities in their own country. Specific findings are as follows:

1. The Lithuanian side is satisfied with the assistance provided.
2. The transfer of knowledge concerning mapping production has been completed and has resulted in Lithuania acquiring and being able to reproduce orthomapping products.
3. The SLCR has succeeded in implementing a system where the cadastre is continually maintained on the orthomapping base and has legislated the requirement to use the orthophotomap base.¹⁸

4.2.2.2 Land management projects

The technical aspects of all of the land management projects *have been achieved*. Project deliverables have been met and there is ample evidence that from a land management perspective that the

¹⁷ The mapping portion of the land management project Öst-1997 217 is also included in this statement, even though the documentation for that project has not been provided for review.

¹⁸ This requirement may become an issue should the orthophotomaps become seriously dated.

Lithuanians have been able to translate the Swedish assistance into functioning entities in their own country. Specific findings are as follows:

1. The Lithuanian side is satisfied with the assistance provided.
2. The transfer of knowledge concerning general valuation and its connection with the assessment of taxes on real estate has been completed. There have been a number of training sessions both in Sweden and in Lithuania and experts from both countries have been involved in various levels of training.
3. The Lithuanian side has a good understanding of how and what information and systems must be established in Lithuania to install and operate a Lithuania valuation and assessment system of taxes on real estate and cadastre. (Lithuanian law was modeled on Swedish law.)
4. The establishment of a nearly complete register (data bank) of information on land and buildings, owners and other rights-holders, and information on the rights associated with land and buildings in Lithuania, is a major achievement. The model used is primarily that of the former Central Bank for Real Estate Data in Sweden that was one of the first unified automated registry systems worldwide. Lithuania has gained from the Swedish experience, adapted what has been learned abroad, and has put effort in utilizing the latest technologies (e.g., web-based access) while ensuring that the laws, regulations, procedures, and standards are being put in place to support the system in the future. Although the Mortgage Registry is separate, Lithuania has the most complete Real Property Data Base in the Baltic Region.
5. While not all properties or property types have been fully loaded in the Central Data Bank, and while not all linkages have yet been made to related systems, a systematic plan for improving the system is in place. This includes addition of an Address Registry and full linkages between text and graphics.

4.2.3 Management Perspective

The management aspects of the projects were reviewed from a task management perspective and from a financial management perspective.

4.2.3.1 Mapping projects

Project Management

Documentation in the form of project reporting is limited for both of the mapping projects (Öst-1998-45 had a total of 5 documents and Öst-1998-186 had a total of 7 documents)^{19,20}. Included in the documentation for Öst-1998-186 was a brief Inception Report. Figure 13 summarizes the documentation provided for these two projects.

¹⁹ In both cases there was one additional 1 page document provided in Swedish which is not in this count.

²⁰ This refers to the documentation provided to WaterMark for review.

Figure 12 - Documentation Summary for Mapping Projects

REPORTING ISSUE	Öst-1998-45	Öst-1998 186
Budget	SEK 1 400 000	SEK 2 900 000
Project Duration	April 98 – Oct 99 19 months	May 98 – Mar 99 11 months
# of documents	5	7
# of progress reports	1	2 ²¹
Final report	Yes	Yes

One would expect more documentation to be provided for ongoing projects, of such large amounts of money, over such long periods of time.

Financial Management

There was no documentation provided to WaterMark that indicated a comparison was made of the projected expenditure to the actual expenditures and there did not seem to be any ongoing measure of the costs expended versus budget. Sida has indicated to WaterMark that this information is provided elsewhere and outside of the scope of the WaterMark review.

4.2.3.2 Land management projects

Project Management

The project management documentation for Öst-1997-217 and Öst-1998-465, for those portions of the projects that dealt with land information management systems, was adequate to monitor the project progress.

For Öst-1997-217, for those portions of the project that dealt with land information management systems, there were some quarterly progress reports that summarized project progress in the quarter measured against the sub-projects outlined in the proposal/agreement. There was also evidence of project deliverables in the form of agendas, meeting minutes etc. For those portions of the project that dealt with the aerial photography, there was minimal reporting²². The final report did not mention the aerial photography portion of the project.

For Öst-1998-465, there were quarterly progress reports that summarized project progress in the quarter, included Gantt charts and associated project deliverables measured against the sub-projects outlined in the proposal/agreement. The final report was not available for review by WaterMark at the time of the audit.²³

SLCR noted that the continuity of project management personnel for the land management projects facilitated steady project progress.

²¹ Includes Inception Report

²² Inception Report and Report for 1st and 2nd Quarters of 1996 indicated a delay in commencing the projects due to weather. Progress for 3rd and 4th Quarters of 1996 indicated the delay in Sida approval delayed project commencement until April 1997.

²³ The project manager indicated that he hoped that the report would be forth coming soon.

Financial Management

There was no documentation provided to WaterMark that indicated a comparison was made of the projected expenditure to the actual expenditures and there did not seem to be any ongoing measure of the costs expended versus budget. Sida has indicated to WaterMark that this information is provided elsewhere and outside of the scope of the WaterMark review.

5 Conclusions/Recommendations

The conclusions/recommendations of the WaterMark team are divided into the following:

- Institutions
- Projects

Each of the conclusions and recommendations address the findings in Section 4.

5.1 Institutions

5.1.1 National Operations

The WaterMark Team concludes that the Lithuanian side has been successful in entrenching methods and procedures that are consistent with a country that maintains a functioning, secure land management/administration system.

With respect to the *Staircase Model*, those parts of the government responsible for land information management infrastructure deliver what is expected, can adapt to changes dictated by internal and external demands and are becoming more sensitive to the demands of their customers. Examples are as follows:

- The government has established and uses a system to check, approve and enter into its database, information provided by the private sector.
- The government has a mature perspective on understanding some of the limitations of its current systems, is making decisions, and is putting in place policies to address these deficiencies, in the longer term.²⁴
- A major weak point of the information system is the cumbersomeness and high cost of access to real property information in the database. The SLCR does not know how to address this issue at the present time.
- The government is instituting plans to address the requirements of EU admission. (An EU requirement is to move towards E-Gov. and Lithuania is developing plans to do this.)
- The government of Lithuania has is actively working with its Baltic State neighbours to share land information that is of benefit to them all. (There is a program to exchange data between the Baltic States.)
- The Parliament of the Republic of Lithuania adopted and amended the relevant legal acts regulating restitution of ownership rights to land, forest, water bodies, and the land reform: the Law on the Land Reform, The Law on the Restitution of Ownership Rights of Citizens to the Existing Real Property, the Law on the Land Lease, etc.
- The Government is becoming more aware of the requirements of the private sector and its needs. Many aspects of private business are either using or are being encouraged to use infrastructure produced by the government. Examples are as follows:

²⁴ Internet access was identified as inhibiting public access to government information – Costs are too high / and only 10%–12% of homes have Internet connections. In the short term (until 2003) Telecoms has a monopoly on fixed lines. But in the shorter term, they have instituted a program to get more children exposed to computers and to significantly increase the number of IT graduates from Lithuanian technical schools.

- surveyors who use orthophotomaps,
 - notaries, banks, and real estates agents who use the registry system
- In another example, training requirements to conduct work with the new systems are becoming entrenched. The government will need to develop methods to collect user input. (i.e. surveys / interviews / public information sessions). As these systems are used there will be more demands put on the systems and changes will be required to meet the changing demands of users. It is proposed to provide assistance in the next project that will aid in this area.
 - The Civil Code, the Land Law, the Law on the Real Property Register, the Mortgage Law, the Law on the Real Property Cadastre, etc. constitute a strong legal basis for the administration of real property, market development, and protection of ownership rights to property.
1. *WaterMark recommends that in-country Swedish Embassy and Sida representatives be regularly briefed as to the progress of legal change and its implications on the projects.*

5.1.2 International Activities

WaterMark concludes that the Lithuanian government is examining any and all options to fund its efforts to address the requirements to enter the EU. (e.g. World Bank Grant/PHARE Projects). The SLCR has also shown that it understands the need to co-ordinate funding from various sources and has shown in past projects that the overall goals of the organization must be met.

2. *WaterMark recommends that Sida endeavor to track Lithuania's efforts to secure international funding for projects so that Sweden can both complement those efforts, should it desire to do so, and ensure that Swedish funding is not redundant.*

5.1.3 Education Infrastructure

The WaterMark team concludes that the land management concept is well established in the education and training infrastructure. One of the better methods to determine the degree of acceptance of a technology, methodology, or ideology in society is to review its penetration into the education system. An established training infrastructure with certification and rules for admission usually bodes well for the longer-term survival of the 'new' ideas.

- The Association of Lithuanian Land Surveyors has 200 members
- Oberhaus indicated to WaterMark that valuers get their training at the Technical University and then get specialized courses in valuation sponsored by the Ministry of Finance
- To become a notary you must be appointed by the Ministry of Justice and
 - i. Be a lawyer
 - ii. Take a special course
 - iii. Win a public tender

In all three professions, the State maintains control over licensing of professionals and companies, however this may shift in future as professional associations take a more prominent role in land administration.

5.1.4 Environmental and Gender Issues

The evaluation found that there were no negative environmental impacts caused by the projects. Instead it should be noted that the mapping and real property information management projects provide a critical basis for many kinds of land use planning and monitoring activities.

Gender equity related to access to property are addressed in the legislation and property restitution procedures. However, there is also a need for financial and legal resources to make that access is effective. In this review there were no specific barriers discovered.

In former Soviet countries, there is a general division of labour where cartography, valuation, and cadastral activities are female dominated and geodesy and field surveying are male dominated; yet in most cases there are few women in senior management. Sida policies for gender inclusion in study visits and training help to ensure that women actively participate in the projects, providing a foundation for future promotion and advancement. With the emphasis on gender inclusion and support of education and new technologies, Sida funded projects should help to lessen any gender inequalities in the workplace but this will be a long-term transformation.

5.2 Projects

5.2.1 Technical Recommendations

5.2.1.1 Mapping projects

The WaterMark Team concludes that for an investment in excess SEK 6 400 000 in orthophotomap technology and consulting, the Lithuanians can produce orthophotomaps. (However they can only produce them because of Swiss investment in equipment acquisition and training.) It is also worth noting that for SEK 2 985 000 for aerial photography, Lithuania cannot collect and produce aerial photographs. (Swedesurvey completed this work in Sweden.) These points amplify the requirement for Sida to coordinate their funding activities with other funding agencies.

The projects were conducted in an efficient manner and with the appropriate technical resources from the Swedish side. It is WaterMark's assessment that the projects were conducted in a cost effective manner in that the services provided for the fees paid did result in the projects being completed. WaterMark cannot make a comment on whether or not the same services could have been provided by others for less cost as the contracts awarded were sole sourced to Swedesurvey.

3. *WaterMark recommends that Sida develop some method of ensuring value for money when issuing sole source contracts.*

5.2.1.2 Land Management

The WaterMark Team concludes that the Lithuanians have successfully implemented land management/administration systems that are addressing Lithuanian requirements. Project Öst-2000 will provide for the continuation of this work.

The depth of penetration into mainstream society of the Sida funded system reforms in Lithuania was clear. All real estate professionals, associations, and firms contacted indicated the importance of the SLCR systems and services to their business and all indicated that SLCR had implemented a generally reliable and complete system. In fact it was through their use of the system that they were able to point out aspects that needed improvement. SLCR has conducted public information campaigns using various media and the decentralization of their services through the web and through local offices has facilitated access to the system.

The legal reforms and system developments, including seminars and training sessions have been acknowledged by the users and by SLCR as being greatly enhanced by the Swedish expertise and involvement. There are problems that need to be addressed and there will be new issues as

Lithuania moves towards EU membership. WaterMark has concluded that the Sida funded projects in Lithuania, overall, have been successful.

4. *WaterMark recommends that some effort be redirected towards the gathering of market-value information on parcels and buildings from all sources (banks, brokers, notaries, private valuers), and towards some means of verifying the accuracy with which the value of transactions is reported to the notaries.*
5. *The WaterMark team recommends that the new project include implementation of a survey of the needs of database users (current and potential) as a part of the effort to make real estate data available at reasonable cost, in sufficient locations, and in the desired amount of detail. Among other possibilities, the outsourcing of information services to the public via private distributors should be considered.*

5.2.2 Project Management Recommendations

The project management of some of the projects was not as detailed as one would expect for international projects with large values. In the land management project, quarterly documentation of achievements vs. project objectives was provided. The detailed definition of project objectives assisted both sides to clearly understand what was to be achieved.

6. *WaterMark recommends that Sida require timelier reporting from Swedesurvey. This would result in Sida receiving information in time to effect the necessary changes in project implementation. Use of the Logical Framework or other management methodology would provide consistency and completeness in reporting.*
7. *WaterMark recommends that Sida implement a policy of periodic face-to-face meetings between Swedesurvey and Sida, on each of their projects. This would increase the accountability for both Sida and Swedesurvey.*
8. *WaterMark recommends timelier project reviews. Reviews conducted more than 12-18 months after project completion are of minimal value to ongoing operations. In this case the delay in reviewing the Lithuanian projects (as part of a Baltic review) has held up a proposal for further funding for nearly one year, thus hampering project continuity.*

5.2.3 Project Öst-2000 – 002319

The project proposal received by WaterMark was complete and addresses those issues of importance to Lithuanian interests. The Lithuanians are interested in the following:

- Continued discussions with practical implementation of ideas – Pilot Projects.
- Obtaining the services of Specialists in the Swedish Ministry of Finance to have some exposure to the benefits, requirements and results of mass valuation
- Obtaining a better understanding of the issues involved with publishing land related information and how the Internet can assist
- Obtaining expert information concerning taxation policy issues and mass valuation techniques
- Obtaining assistance in establishing an Address Registry

WaterMark concludes that all of these issues complement Sida's objectives in the region and are compatible with Sida's strategy for Lithuania.

9. *WaterMark recommends that Sida proceed with the project proposal for additional support to Lithuania. Consideration should be given to modifying the scope of the project as suggested in this report. WaterMark strongly suggests to Sida that the recommendations concerning project management be implemented as conditions of any contract with Swedesurvey to manage/supervise this project.*
10. *After consultation with SLCR and users, WaterMark further recommends that attention in any Swedish initiative also include the following:*

- i. Processes for rectifying errors in the databases*
- ii. Data sharing and pricing strategies, noting that full self-financing may not always be a reasonable approach for a developing land administration system;*
- iii. Development of private-public sector partnerships;*
- iv. Further training in strategic planning and management*

Figure 14 summarizes the WaterMark recommendations.

Figure 13 - Summary of Recommendations

Project Aspect	Review Area	Recommendation
Institutional	National Operations	1. WaterMark recommends that in-country Swedish Embassy and Sida representatives be regularly briefed as to the progress of legal change and its implications on the projects.
Institutional	International Activities	2. WaterMark recommends that Sida endeavor to track Lithuania's efforts to secure international funding for projects so that Sweden can both complement those efforts, should it desire to do so, and ensure that Swedish funding is not redundant.
Project Specific	Technical – Mapping	3. WaterMark recommends that Sida develop some method of ensuring value for money when issuing sole source contracts.
Project Specific	Technical – Land Management	4. WaterMark recommends that efforts be redirected towards the gathering of market information from all sources (banks, brokers, notaries, private valuers), and towards some means of verifying the accuracy with which the value of transactions is reported to the notaries.
Project Specific	Technical – Land Management	5. The WaterMark Team recommends that the new project implement a survey of the needs of database users (current and potential) as a part of the effort to make real estate data available at reasonable cost, in sufficient locations, and in the desired amount of detail. Among other possibilities, the outsourcing of information services to the public via private distributors should be considered.
Project Specific	Project Management	6. WaterMark recommends that Sida require timelier reporting from Swedesurvey. This would result in Sida receiving information in time to effect the necessary changes in project implementation. Use of the Logical Framework or other management methodology would provide consistency and completeness in reporting..
Project Specific	Project Management	7. WaterMark recommends that Sida implement a policy of periodic face-to-face meetings between Swedesurvey and Sida, on each of their projects. This would increase the accountability for both Sida and Swedesurvey.
Project Specific	Project Management	8. WaterMark recommends timelier project reviews. Reviews conducted more than 12-18 months after project completion are of minimal value to ongoing operations. In this case the delay in reviewing the Lithuanian projects (as part of a Baltic review) has held up a proposal for further funding for nearly one year, thus hampering project continuity.
Project Specific	Project 2000-002319	9. WaterMark recommends that Sida proceed with the project proposal for additional support to Lithuania. Consideration should be given to modifying the scope of the project as suggested in this report. WaterMark strongly suggests to Sida that the recommendations concerning project management be implemented as conditions of any contract with Swedesurvey to manage / supervise this project
Project Specific	Project 2000-002319	10. After consultation with SLCR and users, WaterMark further recommends that attention in any Swedish initiative also include the following: • Integration of the real property database, especially the mortgage registry • Processes for rectifying errors in the databases • Data sharing and pricing strategies, noting that full self-financing may not always be a reasonable approach for a developing land administration system; • Development of private-public sector partnerships; • Further training in strategic planning and management.

Lessons Learned

1. Sida should review projects routinely during project execution and directly after projects are completed. Failure to review projects in a timely fashion leads to the continuation of undesirable practices over subsequent projects. Projects that are not reviewed for some years after a project is completed and individuals have moved on provide very little information about project activities. They only provide some assurances that the project was executed in some fashion.
2. Successful projects require a project champions on both the Swedesurvey side and the counterpart side. If people are interested and committed, the work gets done, even when things happen to impede the work.
3. Continuity in management on both the Swedish and Lithuanian sides has been a major factor in project success.
4. Land reform projects are long term and require long term support if the eventual goals are to be realized. In the 1990s, western nations have expected change in the former Soviet world to be accomplished in a decade, when the same changes and system development took centuries at home. Donors should be more cognizant of the need for long-term support and more patient with the institutional structures that are reacting to rapid change.
5. As countries move towards democracy internal politics will play a greater role in how and why project results are implemented.
6. The pilot project concept is a good one as it provides a good forum for Swedish experts to perform and for their counterparts to learn. It also no doubt strengthens the long-term relationships between corresponding government agencies.
7. There is a need to approach the development of land administration systematically, examining how the parts fit into a larger picture, and there is a need for realistic achievable and measurable goals.
8. There is a need in land administration to pay more attention to the medium and long term affects on the operation of the property markets of such policies creating self-financing agencies, privatization, and fee and pricing strategies. Too often a short-term revenue generation scheme can undermine the initial development of reliable systems because people in any society will always find a way around regulations with which they cannot or will not comply.
9. The Swedish government has made significant inroads with the aid provided to Lithuania to this point. Lithuania is moving towards development of a full land administration system to support land markets and secure property holding. The assistance from Sweden has targeted on technical aspects such as procedures, technologies, and system management but all of these are fundamental components that need to be in place to achieve the greater goals of economic development and democracy.

Appendix A

Terms of Reference

for the evaluation of Sida's support to the Land Reform related activities in Estonia, Latvia, Lithuania and Poland

Description of Sida

The Swedish International Development Cooperation Agency, Sida, is responsible for Swedish bilateral development and disaster aid. Sida also handles most of the co-operation with countries in Africa, Asia, Latin America as well as Central and Eastern Europe. Sida has approximately 650 employees - including expertise (of whom approx. 100 in the field) in economics, technology, agriculture, healthcare, education and environmental protection.

For more information, please see Sida's homepage: www.sida.se

1. BACKGROUND

Aims and objectives of the Swedish co-operation with Central and Eastern Europe

The overall objective of the Swedish co-operation with Central and Eastern Europe is to support the transformation towards democracy and market economy. The Swedish Parliament has defined four goals for this assistance and co-operation:

- Promote common security
- Deepen the culture of democracy
- Support socially sustainable economic transition
- Support environmentally sustainable development

To guide the directions of the Swedish development co-operation with Estonia, Latvia, Lithuania and Poland, the Swedish Government has approved the establishment of a country strategy. (See Country Strategies for Estonia, Latvia, Lithuania and Poland, Annex E).

EU integration is an overall objective for the Swedish co-operation programme. The emphasis should be on supporting efforts to comply with the obligations stipulated by EU legislation and regulations, the acquis. Therefore the support to the land reforms also mean adjustments to one of the EU criteria, the one for a functioning market economy. The support should according to the strategy and Sida's policy primarily be provided in the form of technical co-operation, transfer of Swedish knowledge focusing on strategic measures chiefly designed to enhance the development of expertise and institutions.

Moreover, Swedish programmes of development co-operation shall be permeated by a perspective of equality between women and men.

Support to the land reform in Estonia, Latvia, Lithuania and Poland

Sweden has provided support to activities related to the land reform in the Baltic States and Poland since 1992, mostly through Swedesurvey AB. So far within this field, approximately MSEK 21,5 have been allocated to projects in Estonia, MSEK 24 to projects in Latvia, MSEK 20,7 to projects in Lithuania and MSEK 4,1 to projects in Poland. The projects have mainly concerned to develop

and implement the Land Information System, orthophoto mapping and to develop the Land Administrations in the Baltic States into modern land surveying administrations. With the new PHARE guidelines EU has considerably decreased its support in this field. A complete list of Sida financed projects is found below. In view of the relatively extensive support in this field, Sida has decided to undertake an evaluation of the achievements to date and to review the needs for and relevance of possible further support in this field to the Baltic Countries and Poland. To undertake this evaluation, Sida intends to procure an independent consultant team (the Consultants). These Terms of Reference will guide the work to be done by the Consultants.

Evaluations regarding land reforms in Estonia, Latvia and Lithuania was previously undertaken in 1996 (See Annex D for further information).

2. PURPOSE

The purpose of the evaluation is to briefly describe the present situation and evaluate the relevance, effects, impact, cost-effectiveness and sustainability of the Swedish support so far provided by Swedesurvey in activities related to the land reform process in Estonia, Latvia, Lithuania and Poland. The purpose is also to review the capacity of the institutions, institutional development, satisfaction of stakeholders and the needs for and relevance of possible further support.

Furthermore the Consultant shall assess the relevance of one new project proposal in the field of Land Market Development in Lithuania. It is expected that the evaluation will provide background information for decisions on further support to this sector in Lithuania.

3. SCOPE OF WORK (ISSUES TO BE COVERED IN THE EVALUATION)

The consultant shall:

3.1 Institutions

Make an overall assessment of the current situation in each country and briefly describe the present capacity of the four administrations and their interaction with major actors and stakeholders considering both central and local level as well as relevant legislation.

The assessment shall i.a. include:

- responsibility between central, regional and local level
- present status of the land registration system including land book
- Clients satisfaction i.e. to which extent can the system be used when banks need collateral's, selling and buying of real estate, municipal planning needs etc.
- The administrations' relations and support by their respective Governments enabling them to fulfil their tasks, coherence with other authorities, resources etc.
- financing possibilities in addition to government allocations
- brief description of other major donors and their activities

Assess the institutions according to the "staircase model" and its three indicators:

- "the organisation delivers expected output"
- "the organisation carries out internal changes on its own"
- "the organisation works actively with its clients"

Which are the main remaining weaknesses of the administrations?

3.2 Evaluation of Sida's projects

The consultant shall:

Evaluate the performance and results attained by the Sida supported projects, listed on pages 5–6, in the field of aerial photography, mapping, transfer of know-how and technology and the development of land information systems. Its relevance, effects, impact, cost-effectiveness and sustainability shall be evaluated.

- Have objectives and goals of the projects been achieved? Reasons for low or high achievement as per organisational, administrative, technological factors both related to recipient organisation and Swedish support.
- Do the Administrations have capacity enough with sufficient quality to further process aerial photos to good and adequate product for end-users within a reasonable period of time?
- Performance as to project implementation by the respective Administrations as well as by Swedesurvey
- Have the reporting routines and reports been satisfactory?
- Have the projects been cost-effective? Could the same results have been achieved with less resources?

Discuss the project effects on both women and men in planning and implementation of the projects.

3.3 Specific project proposal on continued support to Lithuania

The consultant shall:

- Assess the new project proposal as to its relevance, development effects, cost effectiveness and relation to other external support and give recommendation to Sida.

4. METHODOLOGY, EVALUATION TEAM AND TIME SCHEDULE

Method of work

A suggested method of work could be as follows:

- Study project related and other relevant documentation at Sida. Make a visit to Swedesurvey before and after the field trips to Estonia, Latvia, Lithuania and Poland.
- The Consultant should visit relevant institutions including the counterparts, the National Land Board in Estonia, the State Land Service in Latvia (SLS), the State Land Cadastre and Register in Lithuania (SLCR) and the Head Office of Geodesy and Cartography in Poland (GuGiK). The Consultants should also make a selection of main users of material and services furnished by the Land Surveying Administrations and select local offices of the land administration authorities for interviews.

Undertakings

The Consultant will be responsible for practical arrangements in conjunction with missions to Estonia, Latvia, Lithuania and Poland and other visits. Sida will make available or cause to make available all written material (reports, project preparation documents, project completion reports, etc.) deemed to be of relevance to the evaluation by the Consultants and Sida. Respective Area Manager at Sida will inform the counterparts of the forth-coming evaluation. Responsible officer for the evaluation at Sida will inform Swedesurvey.

Evaluation team

At least one of the members of the evaluation team should have skills and experience in the area of land administration and land management. Knowledge in real estate economics, banking and land code issue is also needed. It is preferable that the project co-ordinator is a senior economist. The members of the evaluation team are expected not to have been involved in previous projects or in other way impartial.

A binding list of staff (including signed CV's) should be part of the tender (see Instructions to Tenders)

5. REPORTING

All reports should be written in English. The reports should be outlined in accordance with Sida Evaluation Report – A Standardised Format (see Annex A) The final report shall be written separately for Estonia, Latvia, Lithuania and Poland.

After the visits to Estonia, Latvia, Lithuania and Poland, the Consultant will submit first draft report to the Estonian, Latvian, Lithuanian and Polish counterparts concerned and Swedesurvey for their review. After having received the counterparts' and Swedesurvey's comments, 5 copies of final reports for each country separately, will be submitted to Sida. Within two weeks after receiving Sidas comments on the draft report, a final version in 5 copies and on diskette shall be submitted to Sida. Subject to decision by Sida, the report will be published and distributed as a publication within Sida Evaluation series. The evaluation report shall be written in Word 6.0 for Windows (or compatible format) and should be presented in a way that enables publication without further editing.

The following enclosures shall be attached to the final report:

- Terms of Reference
- List of persons interviewed
- List of documentation

The evaluation assignment includes the production of a Newsletter following the guidelines in *Sida Evaluations Newsletter – Guidelines for Evaluation Managers and Consultants* (Annex B) and also the completion of *Sida Evaluation Data Worksheet* (Annex C). The separate summary and a completed Data Work Sheet shall be submitted to Sida along with the (final) draft report.

6. LIST OF PROJECTS TO BE EVALUATED

- (R) = Requested project
- (C) = Completed project
- (O) = Ongoing project
- (I) = interrupted project

Estonia:

Öst-1996-235	SEK 2 911 000	Decision 1996-09-11	(I)
Öst-1996-280	SEK 5 000 000	Decision 1996-11-06	(C)
Öst-1998-227	SEK 3 745 500	Decision 1998-05-06	(O)
Öst-1999-180	SEK 798 699	Decision 1999-04-20	(O)
Öst-1996-214	SEK 395 000	Decision 1996-08-19	(C)

Öst-1996-138	SEK 664 000	Decision 1999-03-23	(C)
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Projects reviewed in the previous evaluation:

Latvia:

Öst-1997-177	SEK 5 860 000	Decision 1997-06-11	(O)
Öst-1999-179	SEK 4 133 608	Decision 1999-04-09	(O)
LVA-0691	SEK 5 314 000	Decision 1994-05-27	(C)
Öst-1995-008	SEK 1 690 400	Decision 1995-07-18	(C)

Projects reviewed in the previous evaluation:

LVA0531	SEK 1 100 000	Decision 1992-01-20	(C)
LVA0151	SEK 134 000	Decision 1991-09-30	(C)
LVA0531	SEK 2 202 000	Decision 1993-02-04	(C)
LVA0532	SEK 3 776 000	Decision 1995-03-31	(C)
LVA0691	SEK 5 314 000	Decision 1995-07-18	(C)
LVA0692	SEK 1 690 400	Decision 1995-07-18	(C)

Lithuania:

Öst-2000	SEK	—	(R)
Öst-1997-217	SEK 2 550 000	Decision 1997-07-10	(C)
Öst-1998-465	SEK 3 800 000	Decision 1998-10-09	(C)*
Öst-1998-45	SEK 1 400 000	Decision 1998-02-16	(C)
Öst-1998-186	SEK 2 900 000	Decision 1998-04-29	(C)

Projects reviewed in the previous evaluation:

LTU0161	SEK 1 050 000	Decision 1992-01-20	(C)
LTU0162	SEK 2 996 000	Decision 1993-01-21	(C)
LTU0163	SEK 2 816 000	Decision 1995-02-24	(C)
LTU0164	SEK 3 163 000	Decision 1995-02-24	(C)

Poland:

Öst-1995-150516	SEK 3 969 000	Decision 1995-04-05	(C)*
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* Under completion. At present Sida has not received the final report

7. SPECIFICATION OF QUALIFICATIONS

7.1 The following compulsory qualifications shall be met by the tenderer:

Quality in performance of the Assignment

- The tenderer shall account for his/her understanding of the assignment in his/her own words.
- The tenderer shall clearly and concretely specify and motivate the *approach and methods* to be applied in performing the assignment, including those employed in the various task of the assignment.
- The tenderer shall provide a detailed *time and work plan* for fulfilment the assignment, including
 - a) a manning schedule that specifies the tasks performed by and the time allocated to each of the team members, and
 - b) estimates of the time required for the different tasks of the

assignment. Account for how the team plans to organise the work to be carried out at the Sida headquarters in Stockholm and the amount of time the team wants to allocate to it.

- Final reports including findings and conclusive assessments shall be presented to Sida. (see also Reporting, page 5).
- The tenderer shall account for how the team wants to *organise the co-operation* with both UTV and the reference group.

Staff Resources for Performance of the Service

- The tenderer shall possess *documented knowledge, relevant professional background and experience* of similar assignments in a suitable combination within the requested areas of expertise, in addition to the analytical, linguistic and other skills. The tenderer shall further specify the qualifications of each member of the team and attach their signed individual Curricula Vitae (including name, address, education, professional experience, experience of work abroad and in developing and/or transition countries), and shall state reference persons with telephone numbers and e-mail addresses.

Price and Other Commercial Conditions

- The tenderer shall present a budget, which differentiates between and proposes ceilings for *fees and reimbursable costs*, specified for the different elements of the assignment and for the different staff categories. *Total cost/price* shall be stated. All fees shall be stated hourly. All costs shall be stated in SEK, exclusive of Swedish VAT, but including all other taxes and levies. Individuals however shall state their fee exclusive of Swedish social contributions
- The tenderer shall state and specify any minor reservations as to the draft contract and Sida's General Conditions and propose alternative wordings, which shall however not lead to material changes of the present draft contract and conditions.

7.2 Preferred Qualifications

- At least one of the members of the evaluation team should have skills and experience in the area of land administration and land management. Knowledge in real estate economics, banking and land code issue is also needed. It is preferable that the project co-ordinator is a senior economist.

Annex A:	Sida Evaluation Report – A Standardised Format
Annex B:	Sida Evaluation Newsletter – Guidelines For Evaluation Managers and Consultants
Annex C:	Evaluation Data Worksheet
Annex D:	Earlier Evaluations on Estonian, Latvian, Lithuanian – Swedish land reform co-operation
Annex E:	Country Strategy for Development Cooperation with Estonia, Latvia, Lithuania and Poland 1999–2001

Appendix B

List of Interviewees for Lithuania

Interviewees for Lithuania

Name	Title	Address
Zenonas Kumetaitis	Director	National Service of Geodesy and Cartography, Under the Government of Republic of Lithuania, Ukmergės 41, 2034 Vilnius, Lithuania
Danut Mardosien	Head of Mapping and Charting Division	National Service of Geodesy and Cartography, Under the Government of Republic of Lithuania, Ukmerges 41-A, 2034 Vilnius, Lithuania
Juozas Zalatorius	Vice-minister	Republic of Lithuania, Ministry of Internal Affairs, Šermukšniu str. 4a, LT-2039 Vilnius, Lithuania
Graina Keliauskien	Program manager of the State Registers Office	Ministry of Interiors of the Republic of Lithuania, Department of Information Policy, Šermukšniu str. 4a, 2039 Vilnius, Lithuania
Vytas Zabilius	General director	Ober Haus Nekilnojamasis Turtas, Kaštonu g. 4, 2001 Vilnius
Vytautas eimys	Vadovas	Atspindys, A.Mickevičiaus g. 13-17, LT-2600 Vilnius
Romas Judickas	Director of Department	Lietuvos emes kio Bankas, Security Department, J. Basanaviciaus str. 26, 2600 Vilnius, Lithuania
Egidija Tiesnesien	Notar rm valdytoja	Lietuvos Notar Rmai, Pamenkalnio g.28, LT-2601 Vilnius
Asta Kielien	Notar	Vilniaus niesto 24-as nota biuras, Algirdo g.8 – 20, (2-as aukštas), Vilnius
Vitalijus Prusakovas	Chief of GIS division	State Land Cadastre and Register, 18 V.Kudirkos, 2600 Vilnius, Lithuania
Romualdas Kasperavius	Deputy Director for Real Property Register	State Land Cadastre and Register, 18 V.Kudirkos, 2600 Vilnius, Lithuania
Antanas Ivancius	Deputy Director	State Land Cadastre and Register, 18 V.Kudirkos, 2600 Vilnius, Lithuania
Bronislovas Mikta	Chief Marketing and	State Land Cadastre and Register,

Name	Title	Address
	International Relations Board	18 V.Kudirkos, 2600 Vilnius, Lithuania
Audrius Kairevicius	Chief of Real Property Cadastre and Register Division	State Land Cadastre and Register, 18 V.Kudirkos, 2600 Vilnius, Lithuania
Kstutis Girys	Chief designer of the System	State Land Cadastre and Register, 18 V.Kudirkos, 2600 Vilnius, Lithuania
Arvydas Bagdonavius	Deputy Director for Cadastre and Property Valuation	State Land Cadastre and Register, 18 V.Kudirkos, 2600 Vilnius, Lithuania
Albina Aleksien	Adviser on Property Valuation to the Director	State Land Cadastre and Register, 18 V.Kudirkos, 2600 Vilnius, Lithuania
Rasa Barkauskien	interpreter	State Land Cadastre and Register 18 V.Kudirkos, 2600 Vilnius, Lithuania
Kstutis Sabaliauskas	Director General	State Land Cadastre and Register, 18 V.Kudirkos, 2600 Vilnius, Lithuania
Romualdas Kasperavicius	Deputy Director for Real Property Register	State Land Cadastre and Register, 18 V.Kudirkos, 2600 Vilnius, Lithuania
Algimantas Mikenas	Deputy Chief of Real Property Valuation and Market Research Division	State Land Cadastre and Register, 18 V.Kudirkos, 2600 Vilnius, Lithuania
Rimantas Masilionis	President	Corporation Matininkai
Steponas Deveikis	Vice President	Corporation Matininkai
Tadas Raulusevicius	Property Valuer	
Jurate Baleviciene	Deputy Director	Ministry of Finance Tax Policy Department
Jelena Jankeliuniene	Risk Assessment Officer	Vilnius Bank Credit Department
Romaldas Trumpa	Head of Risk Assessment Division	Vilnius Bank Credit Department
Danute Navickiene	Deputy Director of the Land Management and Law Department	Ministry of Agriculture Land Management and Law Department
Vincas Kapocius	Head of Trakai Client Service Trakai Municipality Client Service Bureau Bureau	Trakai Municipality Client Service Bureau
Audrius	Deputy Head	Trakai Municipality Client Service Bureau

Name	Title	Address
Urbonavicius		
	Chief Architect of Trakai Municipality	Trakai Municipality Client Service Bureau

Appendix C

List of Documentation Reviewed

1. Aerial Geodesy Institute IGN France International. “Orthophoto Production Line for Land Reform Project in Lithuania – Inception Report. December 1997
2. “Aerial map.”
3. “Agreement.”
4. anon. “Review of Baltic States Real Estate Market”. spring 2000.
5. “(slide presentation) Basic functions of the Land Register.”
6. Brook, Ian. Ragner, Christer. “Sida Evaluation 96/29 - Support to the Land Reform in Lithuania.”
7. “Country Strategy for Development Cooperation – Lithuania. Period: 01/01/99 – 31/12/01. 13/08/99”
8. Department of Land Management and Law, Ministry of Agriculture. “First Land Reform Survey Project of the Republic of Lithuania. 1998.”
9. Department of Land Management and Law, Ministry of Agriculture. “Land Reform in Lithuania. 1998.”
10. Department of Land Management and Law, Ministry of Agriculture. “Land Reform in Lithuania, 1997–1999.”
11. Department of Land Management and Law, Ministry of Agriculture. “Zemes tvarkymas ir administravimas lietuvoje. [reform of Lithuanian land administration]. 2001.”
12. “Flowchart – Development of land parcel restitution projects.”
13. “Flyfoto 1998, 1 Bilaga. 16/02/98”
14. Government European Integration Commission. “Lithuania’s EU Accession Programme. May 2000.”
15. Gylis, Povilas. “(letter) Project Proposals “Land Information System (LIS)” and “Orthophoto Map Production”. 12/03/96
16. Korporacija Matininkai. “Statement of Competence.” n.d.
17. “Land Information System.” 19/04/96
18. “Land Information System.” 10/07/97
19. “Land Information System” 1998.
20. “Land Information System” Appendix A.

21. "Land Information System in Lithuania – 1998 – 1999 Agreement."
22. Lindström, Camilla. Boström, Louise. "Land Market Development in Lithuania." 22/05/00
23. "Lithuania and the Enlargement of the European Union, Briefing No 11."
24. Lundgren, Ricard. "Inception Report and Progress Report for t 1st and 2nd quarter, 1996." 22/07/96
25. Lundgren, Ricard. "Invitation to seminar "The role of a cadastral system in a market economy". 04/09/97
26. Lundgren, Ricard. "Invitation to study tour / seminar on "The Swedish Land Administration System". 17/10/97
27. Lundgren, Ricard "Land Information System in Lithuania 1996 – final report. 08/04/97"
28. Lundgren, Ricard. "Progress report for 1st quarter 1997 regarding Land Information System, Lithuania. 24/04/97"
29. Lundgren, Ricard. "Progress Report for 3rd and part of 4th quarter, 1996. 03/12/96
30. Mikuta, B. "Report – On the business trip to England 22 – 25 September, 1999 made by Bronislovas Mikuta, Project Manager. 30/09/99"
31. Mikuta, Bronislovas. "UN ECE meeting of officials on land administration – Workshop on the effective management and development of land registration and cadastral services. 23/09/99 – 24/09/99"
32. Ober Haus Real Estate Company. "Professional Real Estate Services in the Baltics and Eastern Europe." n.d.
33. "Program for the study visit/seminar at the National Land Survey of Sweden on The Marketing & Management of the Swedish Land Administration System." 14/12/97–21/12/97
34. "Programme – Study visit from State Land Cadastre and Register, Lithuania to Swedesurvey." 06/09/99–10/09/99
35. "Protocol Steering Committee Meeting." 08/10/99.
36. Raudonius, Albinas. Frej, Lennart. Agreement – Orthophoto Production Lithuania. 21/05/95
37. Raugalas, E. "(letter) Regarding the burglary of hardware and software from the State Land Survey Institute. 13/06/97"
38. "Report on the production of Digital Orthophotos Lithuania 1998–99."
39. "Report – A study of the on going development of the Lithuanian Land Information System. 29/12/97"
40. "Report – System Development & Data Security – Planning for Steering Committee Meeting. 17/10/99."
41. "Request for financial support for the continued development of the Land Information System in Lithuania – 1998–1999. 17/07/98"

42. Saudargas, Algirdas. "Two project proposals "Aerial Photography in Lithuania 1998" and "Orthophotomap Production, Lithuania 1998". 27/01/98
43. "Some issues concerning registration of mortgages, Lithuania Sept 1999."
44. Staliūnas, Silvestras. "Land Information System. 30/04/96"
45. State Land Cadastre and Register. "Tax system in Lithuania and general trends of its reform." n.d.
46. State Land Cadastre and Register. "Land Reform, Land Administration System and Formation of the Land Market." n.d.
47. State Land Cadastre and Register. "Swedish-Lithuanian Cooperation. powerpoint slides." n.d.
48. State Land Cadastre and Register (Bronislovas Mikuta). "Land Administration in Lithuania in the Process of Accession to the European Union. Gavle, Sweden, 14-15/06/00."
49. State Land Cadastre and Register (?). "Report 20/04/00 on property valuation (missing first page)." n.d.
50. State Land Cadastre and Register. powerpoint slides on operations." n.d.
51. State Land Cadastre and Register and Swedesurvey. "Land Market Development in Lithuania. project proposal." n.d.
52. "Steering committee meeting. 05/10/97 "
53. Wennerby, Ola. "Aerial Photography in Lithuania 1998. 23/12/97"
54. Wennerby, Ola. "Final Progress Report for Aerial Photography, 4th October, 1999. 04/10/99"
55. Wennerby, Ola. "Land Information System in Lithuania Quarterly progress report for the period October to 31th December, 1998. 11/01/99"
56. Wennerby, Ola. "Land Information System in Lithuania Quarterly progress report for the period January to 31th March, 1999. 31/03/99"
57. Wennerby, Ola. "Land Information System in Lithuania Quarterly progress report for the period April to 30th June, 1999. 16/07/99"
58. Wennerby, Ola. "Land Information System in Lithuania Quarterly progress report for the period October to 31th December, 1999. 18/10/99"
59. Wennerby, Ola. "Land Information System (LIS) in Lithuania 1997 / 98 – final report. 13/07/98"
60. Wennerby, Ola. "Land Information System, Lithuania 1998. 18/10/99"
61. Wennerby, Ola. "Land Information System, Lithuania 1998. 01/04/00"
62. Wennerby, Ola. "Land Information System, Lithuania 1998. 01/09/00"
63. Wennerby, Ola. "Orthophoto map production, Lithuania, 1998 Final Progress Report. 12/04/99"

64. Wennerby, Ola. "Progress report, 4th quarter 1997; October–December. 29/12/97"
65. Wennerby, Ola. "Progress Report for Aerial Photography Achieved until 17th December, 1998. 17/12/98"
66. Wennerby, Ola. "Progress report for Orthophoto production achieved until 31th December, 1998. 07/01/99"
67. Wennerby, Ola. "Report on the production of Digital Orthophotos Lithuania 1998–99. 08/10/99"

Recent Sida Evaluations

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- 01/17 Swedish-Danish Fund for the Promotion of Gender Equality in Vietnam.** Shashi R. Pandey,
Darunee Tantiwiranmanond, Ngo Thi Tuan Dung
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- 01/18 Flood Relief Assistance to the Water and Wastewater Services in Raciborz, Nysa and
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