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Sida Decentralised Evaluation

Leif Daneilsson

Review of the Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina (CILAP project)

Final Report

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**Final Report
June 2015**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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Abbreviations and Acronyms

AR	Address Register
BAM	Convertible Mark
BiH	Bosnia And Herzegovina
CILAP	Capacity For Improvement Of Land Administration And Procedures
CM	Cadastral Municipality
CORS	Continuously Operating Reference Station
ETRS89	European Terrestrial Reference System 1989
EU	European Union
EUPOS	The European Positioning Determination System
FBiH	Federation Of Bosnia And Herzegovina
FBiHPOS	The Positioning System in the Federation of Bosnia and Herzegovina
FGA	Federal Administration for Geodetic and Real Property Affairs
GA	Geodetic Authorities
GIS	Geographic Information System
GNSS	Global Navigation Satellite System
GPS	Global Positioning System
GRS80	Geodetic Reference System 1980
ICT	Information And Communication Technology
INSPIRE	Infrastructure For Spatial Information In Europe
Lantmäteriet	The Swedish Mapping, Cadastre and Land Registration Authority
LFA	Logical Framework Approach
LRP	Land Registration Project
LRU	Land Register Unit
MOF	Ministry Of Finance
MOJ	Ministry Of Justice
NGO	Non-Governmental Organisation
NSDI	National Spatial Data Infrastructure
PAD	Project Appraisal Document
PIU	Project Implementation Unit
RBM	Results-Based Management
REC	Real Estate Cadastre
RERP	Real Estate Registration Project
RGA	Republic Authority for Geodetic and Real Property Affairs
RS	Republic Of Srpska
RSPOS	The Positioning System in the Federation of Bosnia and Herzegovina
SDI	Spatial Data Infrastructure
Sida	Swedish International Development Cooperation Agency

SPR	Sales Price Register
SWOT	Strengths, Weaknesses, Opportunities, Threats
UN	United Nations
UNECE WPLA	United Nations Economic Committee For Europe, Working Party On Land Administration
WB	World Bank
WGS84	World Geodetic System 1984

Executive Summary

This report presents the findings and conclusions of the review of the Sida funded land administration project in Bosnia Herzegovina, conducted during the period April – May 2015. The field mission was conducted in April 13 -24, 2015. The project is implemented by Lantmäteriet (The Swedish Mapping, Cadastral and Land Registration Authority) in cooperation with the Federal Administration for Geodetic and Real Property Affairs (FGA) and the Republic Authority for Geodetic and Real Property Affairs in the Republic of Srpska (RGA).

The Swedish cooperation and support to the land administration in Bosnia Herzegovina started in 2003 in a co-financing arrangement by Austria, Germany and Sweden to support the implementation of the newly adopted land registration law which divided the responsibility for land registration between the Ministry of Justice and local courts for the Land Books, and the Geodetic Authorities and the municipalities for the cadastre in both entities. A new project, Land Registration Project (LRP) with financing from the World Bank was started in 2007 and finalized in 2012 which mainly supported the development of land registration processes at the local courts. In 2012 the Republic of Srpska passed a new law which unified the land register and cadastre into one centralized institution, the Real Estate Cadastre (REC) under the RGA. The local courts handed over their land registers, staff and some resources to RGA. In the Federation of Bosnia Herzegovina (FBH) the centralized dual agency land registration has been retained. The local courts manage the land registries independently and the FGA oversees the cadastre domain. Another World Bank project, Real Estate Registration Project, was formed to support and harmonize the land and cadastre registers. The Swedish government was asked to support the capacity building of the geodetic institutions thus forming the CILAP project.

The CILAP project has as its main activities to strengthen the land administration organizations, development of legislation, develop the geodetic infrastructure, building an address register, study of land and property valuation, support to ITC, and establishing a digital archive. The project was designed for a six year period to be aligned with the RERP but was funded only for the first three years since a new country strategy was under development for 2014-2020. The budget for the first three years was 26 MSEK and a new application for funding must be submitted in 2015 for the remainder of the project.

At the time of the review, the CILAP project has been under implementation for a little more than two years, including the inception period. There is evidence that the project have had progress in all of its components, some of the accomplishments are developments of a number of internal strategies for both geodetic authorities (GA's),

development of legislation to restructure the land administration in FBiH and to support the creation of address registers, and a handbook for the work in land registry offices, measurements and calculations of absolute and relative gravity, pilot project for the address register and the sales price register and preparations of technical specifications for development of the applications for the address register, sales price register and the digital archiving system.

The assessment of the project give also evidence that the cooperation have made contribution to the increase of cooperation between the two GA's, sharing of experiences, learning, and taking part to jointly developing applications to be used in both institutions. All workshops and seminars are organized for participation from both GA's with a few exceptions. This approach seems to be working well even though that the organisations are different in structure and size and also in jurisdiction. A new law in FBiH is expected to move the land registration and cadastre into one centralized system but on a cantonal level under the supervision by the FGA.

Project Relevance

The CILAP project was designed to complement the World Bank funded project RERP in providing capacity building. The RERP project has focus on the technical aspects of the land administration system, while CILAP is more oriented on the institutional part, strengthening the capacity within the involved organizations. According to the project implementation unit of the RERP project the approach of the CILAP is relevant to the objectives of RERP. The interaction with RERP and the cross-fertilization in the project management teams makes the coordination and the collaboration effective.

The selection of Lantmäteriet as a twinning partner is praised by the other project partners and the relevance stem from an appreciation of the approach and the experience of working in other countries in the region, thus being able to use the experience of regional consultants from previous projects. The long experience of developing its own operation in Sweden adds to the relevance as a partner in a project like this. When the CILAP project was initiated the Swedish strategy for the region was governed by a country strategy which was replace by a new strategy in 2014. The new strategy is based on three result areas; enhanced integration with EU, strengthened democracy and respect for human rights, and a better environment and reduced climate impact. The CILAP project is considered relevant in regards to the new result strategy, especially its coherence with the result areas of support to the integration with the EU and development of market economy as well as strengthening democracy through strengthening public administration and judicial systems.

Project Effectiveness

The project is delivering achievements in all of its components. Some of the components in the project are more technically oriented and progress is more notable in

those while project components which address more of institutional change and internal capacity building progress appear to be less tangible and visible. The project has produced outputs in many of its component which are connected with the objectives. The pilot project for the Address Register was successfully accomplished as well as the drafting of a new law for reorganizing the land administration in FBiH. Strategies have been developed in areas such as a communication strategies, ITC strategies, digital archive strategies, and implementation strategies for the Sales Price Registry. In the geodetic field absolute and relative gravity measurements and calculation has taken place. These achievements have been the result of workshops, field work and other interventions of both regional and Swedish experts.

The planning and utilization of the Swedish resources appears to have been timely in relation to the work load of the organizations. Team members have expressed that at times the workload was high but was manageable. The absorption capacity of the organizations does not seem to have been a problem.

Project Efficiency

The project has been utilizing the budgeted funds with a slight surplus of approximately 1.1 MSEK (6.2 %) compared to the combined budgeted amount for the first two years. However counting each respective year the unused portion of the budget was approximately 1 MSEK (11 %) in both 2013 and 2014. The unused portion in 2013 was rolled over into 2014 and largely created the same surplus in 2014. Most activities have been implemented according to plan and according to the budget with small variations. The exception is component 5 where an unused portion of 800 000 (12 %) remained at the end of 2014. Most of this was fees and equipment, if this is related to a delay in implementation or over budgeting is difficult to determine.

In most cases it would seem as if the cost is related to the output of the component even though in project like this it may takes some time before tangible results become visible. The components for organizational development (1 and 2) are the second largest budget item (not counting project management) with 3.3 MSEK for the period 2013/2014. The reported outcome is relatively weak, however 12 workshops and 6 study visits to Sweden were implemented. Considering the activities implemented the cost may be justified.

The efficiency of the project appears to be good and whether alternative methods or approaches would be more cost-effective does not seem likely except maybe for the study visits to Sweden. The under spending does not seem to be a sign of problems in the absorption capacity except for a warnings sign in component 5.

Project Sustainability

The project design with working teams in each component with a component leader in each organization appears to strengthen the ownership of the project and the differ-

ent components. The commitment in the top management appears to be strong as well. The cross-fertilization between the two GA's in the project appears to have created a mutual ownership in the implementation and a vested interest to ensure that the achievements will be sustained in the future. Sharing experiences and implementing the same or similar activities will most likely result in a stronger cooperation also after the project is finished.

The current status of the project is that progress is being made in all the components but the objectives are only partly achieved since the end- results are expected on a six years period. The continued support to the project is very important in order to achieve the expected outcomes and the effects in the land administration sector and in the institutional change.

Recommendations

Attention to crosscutting issues need to be strengthened as they were not adequately mainstreamed during the project implementation as presented in the inception report. Special attention should be given to gender equality and anti-corruption efforts in the land administration. There are institutions available in BiH that could be approached to enable this, such as the Gender Centres and Transparency International.

The project monitoring could be strengthened by a more visible link between the project document, the annual work plans and the annual progress reports. It is recommended that a more result-based approach in planning the next phase takes into account the result chain giving focus to the linkages between activities, outputs, outcomes, and results. Identification of deliverables, milestones, and goals would enable a more result-based reporting and be helpful for future monitoring and evaluation. The current set of indicators needs to be revisited as some of the indicators appear not to be dependent on the outcome of the CILAP project. The annual reporting has so far not sufficiently linked planned activities with outputs and the attainment of the indicators.

It is also recommended that participation of the private sector could be increased in the project to provide user input, e.g. notaries and real estate agents in the Sales Price Register and the design of web based application concerning real estate cadastre and land registration.

1 Introduction and Background

1.1 INTRODUCTION

This report presents the major observations and findings during the evaluation of "Review of the capacity building for the improvement of Land Administration and Procedures in Bosnia and Herzegovina (CILAP project)".

Land administration agencies play an important role in implementing land policies. They provide data that are vital for securing ownership rights and property taxation, which are both prerequisites for planning and investment. These agencies can also provide mechanisms that limit corruption, by providing transparent systems on tenure, land use and property transfers.

In the Balkan context, the support to land administration systems has been one important means to contribute to closer social and economic integration of some of the Balkan countries with the EU.

In Bosnia and Herzegovina, a project implemented jointly by Lantmäteriet¹, and the two Geodetic Authorities in Bosnia and Herzegovina (BiH), The Republic Authority for Geodetic Real Property Affairs (RGA) and the Federal Administration for Geodetic and Real Property Affairs (FGA) was initiated in 2013 to provide technical and capacity support to increase the effectiveness and reliability of land administration processes in BiH.

The evaluation took place April – May 2014 and the evaluation mission to Bosnia and Herzegovina was carried out April 13 -24, 2014. The evaluation team consisted of Mr. Leif Danielsson (Team Leader) and Mr. Dejan Kavalac. This report summarizes the team's main observations, conclusions and recommendations.

The Terms of Reference (ToR) for the assignment is attached as Annex 1. The main purpose of the evaluation is to provide the Embassy of Sweden with information and knowledge regarding the outcome and effect of the Swedish funded project.

¹ The Swedish Mapping, Cadastral and Land Registration Authority

The evaluation started with a desk study of the project documents for the review periods. A listing of the documents is attached in annex 2. The evaluation methodology is further commented upon in section 3 and a list of interviewees is included as Annex 3.

The evaluation team has been greatly assisted by both the geodetic authorities in Republic of Srpska and in the Federation of Bosnia and Herzegovina, the Swedish Embassy in Sarajevo, Lantmäteriet and the CILAP Project Management Team as well as all other stakeholders and individuals interviewed. We would like to express our appreciation for their support and collaboration.

1.2 BACKGROUND

1.2.1 Project background

The land administration in BiH is complex due to historical development and changes caused by unrest followed by considerable migration of people. Most parts of the country are covered by the Hungarian-Austrian Cadastre, established during the 19th century through a systematic survey of villages. This cadastre is the base for the Land Book, which records ownership and other rights to properties described in the cadastre. The Land Book is traditionally the responsibility of local courts, which is still the case in the Federation of BH, whereas in the RS, the Land Book is the responsibility of the Republic Authority for Geodetic and Real Property Affairs (RGA). As per cadastre, it is the responsibility of municipalities in the Federation of BH, whereas in the RS entity, it falls within the jurisdiction of the RGA.

The socialistic regime of Yugoslavia introduced socialistic ownership which replaced individual ownership. In 1984 a new cadastral system was introduced in BiH, combining the right registration in the Land Books with the municipal cadastre into one system, Real Estate Cadastre. The High Representative of BiH introduced a new legislation abolishing the socialistic ownership and a new law on land registration was adopted in 2003, in principle, re-introducing the Austro-Hungarian dual system of cadastre and outdated Land Books.

Renewal of the Land Books led to the situation where ownership rights were not clearly defined (except in the cases where data from the Real Estate Cadastre were used). Another problem contributing to the complicated situation is the migration of people within Yugoslavia before and during the war 1992-1995. These transactions mainly took part on an informal market disregarding the need for titles and registration of the transactions.

The Land Administration Project (LAP), co-financed by Austria, Sweden and Germany was started 2003 in order to support the implementation of the land registration law from the same year, dividing the responsibility for land registration between the

Ministry of Justice and the local courts for the Land Books and the Geodetic Authorities and the municipalities for the cadastre in both entities. The LAP project was seen as a solution imposed on BiH by foreign interests and was not able to develop a sustainable contribution to the development of the land administration in BiH. LAP ended 2010.

A new project, Land Registration Project (LRP) with financing from the World Bank was started 2007 and was finalised by end of June 2012. This project was located to MoJ in the both entities and has mainly continued the support to the development of the land registration processes at the local courts through physical improvements, training and continued development of IT systems.

In 2011 the State level Land Administration Coordination Board produced a Land Administration Sector Policy and Strategy for Bosnia and Herzegovina, which further elaborated Vision 2016. Since then, each entity has prepared detailed and costed plans for the land registration and cadastre activities (i.e. in the joint field of real estate registration) that need to be undertaken over the next few years.

In the RS the plan named Program of Survey Work and Establishment of Real Estate Cadastre for the period 2011-2015 has been adopted and is guiding the further development. A new law has been approved which reintroduce the Real Estate Cadastre for land administration under the supervision of GA. The land registration offices at the local courts and the staff have all been transferred from the local courts to the cadastral offices. The old IT-system, LARIS, is replaced by an information system, which will integrate the land rights and the cadastral information into one system.

In the FBH the decentralized dual agency land registration system has been retained. Land rights are registered in the local courts while the cadastre is kept by municipalities. The MoJ oversees the registration but the local courts manage the land registries independently. Similarly, the GA of FBH oversees the cadastre domain.

Other important contributions have been made through the EU IPA programmes. Currently new ortophotos in scale 1:5000 in rural areas and 1:2500, 1:1000, in urban areas are being produced. A new Continuously Operating Reference Systems (CORS) based on satellite information are established for both entities (SRPOS and FBHPOS) and are controlled from two centres, one in Banja Luka and one in Sarajevo. These systems deliver coordinates in real time with high accuracy for users in the whole country. It is also connected to similar systems in the neighbouring countries.

The Real Estate Registration Project (RERP) is a repeater of the previous WB financed LRP but with some important differences. The new project will be a responsibility of the GA of both entities, coordinated through one Steering Committee. In the RS, the project will support the establishment of the Real Estate Cadastre. In FBH, the project will support the integration of information from two sources, land rights from local courts and cadastral data from municipalities. In both entities, the main

emphasis will be on the harmonisation of information about rights and property boundaries from the different historical registration systems and with the actual situation on the ground, including informal occupancy of land and buildings.

The capacity building project (CILAP)

The capacity building project was established to support the RERP. While the RERP has focus on the technical aspects of the land administration system, the CILAP is more oriented on the institutional part, strengthening the capacity within the involved organizations, transfer of knowledge, educational issues and how to secure access to well trained human resources on long term.

The co-operating partners are Lantmäteriet, The Republic Authority for Geodetic Real Property Affairs and the Federal Administration for Geodetic and Real Property Affairs. The project is a twinning cooperation with the goal to build capacity and transfer knowledge with the overall objective to increase the effectiveness and reliability of land administration processes in BiH. It aims to contribute to secured tenure rights, an efficient property market, the EU accession, and economic and social development. The Project includes strengthening and development of the land administration institutions and business processes, human resources, education and training in using of modern survey technology, development of a legislation framework, property and land valuation system, IT development and digital archive system.

As a part of public administration systems GA's should consider and adopt interests of a variety of stakeholders and act according their needs. These stakeholders include all kinds of customers: Federal and cantonal ministries, local courts, statistical authorities, cantons, municipalities, taxation authorities, banks, notaries, real estate agencies, private surveyors, design and construction companies but also ordinary customers of services, land owners and land users.

1.2.2 Project organisation²

The project is a twinning cooperation between FGA, RGA and Lantmäteriet. It is governed by a Steering Committee with representatives from these three partners. The Steering Committee has an advisory and supportive role regarding the implementation of the project. Implementation of the Project is a responsibility of the RGA and FGA. The Steering Committee shall advice and supports the Project Management

² Inception Report, CILAP, May 2013, pp 33

Team to ensure that the results of the implementation of the activities achieve the objectives and purposes intended in the Project.

The meetings and the chair of the Steering Committee are rotated between the partners (Sarajevo, Banja Luka and Gävle) and will be held every 6 months. The Steering Committee consist of the Director Generals from FGA, RGA and Lantmäteriet, the Project Director and the Project Coordinators from FGA and RGA.³

The Steering Committee decides on annual plan of operations, approve progress reports and review and take action on quality assessment reports.

The daily activities are managed by a Project Management Team coordinated by Project Director, appointed by Lantmäteriet. The Project Director is assisted by one Project Coordinator from FGA and one Project Coordinator from RGA.

The project has one project office in close connection to the FGA and to the RERP/PIU office in Sarajevo. Another office is established in the premises of RGA and in close connection to the RERP/PIU in Banja Luka.

Each GA appoints a working team and a Component Leader for each of the seven project components⁴ and one Coordinator for the Project Management. Lantmäteriet also appoints a Component Leader for each project component to liaise with the respective Component Leader from the GA's. They will together with the Project Management Team, technical adviser and the administrative support staffs form the Project Team (PT).

The Project Director and one technical adviser in cadastral development are engaged on full-time basis in BiH. Other Swedish technical advisers are engaged on short term basis.

The project employs one local technical assistant and interpreter, administrator in each entity to assist the Project Management Team.

The project funds are handled through Lantmäteriet and Lantmäteriet will be responsible for reporting and audit of funds to the Swedish Embassy in accordance with the framework agreement between Lantmäteriet and Sida. This also includes annual audits of the project expenditure.

³ Representatives from Sida are invited to the meetings.

⁴ As well as subcomponent leader and working teams for the subcomponent in component 5.

1.2.3 Project objectives and components

The overall development objective of the Project is: *Through an efficient land administration contribute to economic and social development, a viable land market, sustainable land use, and the EU accession.* The objective of the Project is stated as: *An efficient, secure and reliable land administration system is established.*

The activities in the project are organized as cooperation between Lantmäteriet and the GA's in RS and FBH. The cooperation is based on exchange of knowledge and experiences between officials with equal responsibilities in Sweden and in BiH with the aim to build capacity for the development of efficient land administration. The intervention logic mainly comprise of workshops as well as advisory, on-the-job-trainings and backstopping as needed. Other activities include study visits to Lantmäteriet, Swedish public and private institutions involved in land administration processes as well as other relevant European and regional land administration institutions.

The project is organized in eight components and two subcomponents describing the expected outcome:

1. *The strengthen of the land administration organization,*
2. *Development of human resource program,*
3. *Development of legislation,*
4. *Development of Geodetic Infrastructure and methods,*
5. *Improvement of land administration business processes,*
 - 5.1 *Building the address register within one organizational unit responsible for real estate registration*
 - 5.2 *Study of Land and Property Valuation,*
6. *Support to establishment of ICT in land administration,*
7. *Establishment of digital archive and integration in the business processes,*
8. *Project Management*

2 Rational and Purpose of the Evaluation

2.1 SPECIFIC OBJECTIVES OF THE EVALUATION

According to the TOR the assignment has two overall objectives:

- i) To provide Embassy of Sweden with information and knowledge regarding the outcome and effects of the CILAP project achieved during the first two and a half years of implementation in preparation for a prolongation of the project..
- ii) The evaluation report will contribute to the strategic decision making within the Embassy of Sweden/Sida concerning the continuation of the CILAP project (2016-2019) in terms of intervention logic, content, and co-operation arrangements.

2.2 EVALUATION OBJECT AND SCOPE

The evaluation object is the capacity building of the two geodetic authorities (GA) in the federation of Bosnia and Herzegovina (FBiH) and in the Republic of Srpska (RS) and the direct and in-direct contributions to the World Bank funded project Real Estate Registration Project RERP.

The co-operating partners are Lantmäteriet, The Republic Authority for Geodetic Real Property Affairs and the Federal Administration for Geodetic and Real Property Affairs. The project is a twinning cooperation with the goal to build capacity and transfer knowledge with the overall objective to increase the effectiveness and reliability of land administration processes in BiH. It aims to contribute to secured tenure rights, an efficient property market, the EU accession, and economic and social development. The Project includes strengthening and development of the land administration institutions and business processes, human resources, education and training in using of modern survey technology, development of a legislation framework, property and land valuation system, IT development and digital archive system.

2.3 EVALUATION QUESTIONS

In general for the understanding of large projects they have to be broken down and divided into comprehensible subgroups. In emphasized four elements that are central in how to evaluate the performance of an organization or system⁵:

- well-defined objectives – to know where to go to;
- clear strategy – to know how to get there;
- outcomes and monitorable indicators – to know if on track;
- Evaluation of results – to gain input for improvements.

The ToR identifies some evaluation questions and criteria to be applied within the framework of the evaluation objective:

- 1) Assess the performance of the project in relation to stated objectives.
 - a. What is the outcome and what are the effects of the project?
 - b. Is it possible to relate any visible improvements and achievements directly to the Swedish support?
- 2) Assess the relevance of the project design chosen with the Sweden funded project complementing a World Bank funded sector reform programme.
 - a. Is the approach still relevant?
 - b. What are the lessons learnt from the project in this respect?
 - c. What collaboration and co-ordination arrangements were applied and how well did they function?
- 3) Establish the extent to which the steering documents for the Sweden-funded project contain sufficient detail in terms of specific activities to be undertaken.
 - a. Targets and sources of verification?
 - b. Have monitoring and evaluation mechanisms established by the World Bank project provided any particular information regarding the capacity building efforts?
- 4) Assess whether the Swedish resources have been utilized efficiently?
 - a. Were the system and sequence of technical assistance provision appropriate when taking into account the absorption capacity of the recipients?
 - b. Was the timing of the support appropriate given the progress made in the overall reform?
 - c. Would alternative approaches and methods have been more cost-effective?

⁵ World Bank seminar about "Public Sector Performance – The Critical Role of Evaluation", Baird (1998)

- 5) Assess the relevance and appropriateness of having a Swedish institutional partner delivering the support?
 - a. What were the advantages and disadvantages of the solution chosen?
 - b. What have been the particular relevance or value-added of the “Swedish model”?
 - c. Have the experts engaged by Lantmäteriet conveyed experiences and lessons learnt from other countries in transition?
- 6) To the extent possible, comment on prospects on achieving a level of ownership and sustainability of the capacity building interventions funded by Sweden.
- 7) Establish the extent to which cross-cutting issues (gender equality, environment) have been considered during project implementation?

2.4 SELECTION AND APPLICATION OF EVALUATION CRITERIA

The evaluation applies the agreed DAC criteria for evaluating development assistance: relevance, efficiency, effectiveness, impact and sustainability. The application of these and any additional criteria depends on the evaluation questions and the objectives of the evaluation.

The DAC Evaluation Quality Standards, which Sida has adopted, are incorporated as an integral part of the evaluation. Key findings and conclusions will be evidence based, either by objective evidence or by corroborated evidence from several sources, preferably three to allow triangulation, although this may not always be possible.

Evaluation criterion	Evaluation questions	Means of verification
Effectiveness	1) Assess the performance of the project in relation to stated objectives.	- Annual/Semi-annual reports - Interviews with project partners and stakeholders - Other progress reports and visit reports by experts
Impact	Not applicable. See comment under 2.4 Limitations	
Relevance	2) Assess the relevance of the project design 3) Assess steering documents for providing implementation details 5) Assess the relevance of a Swedish partner.	- Interviews with project partners - Interviews with stakeholders - Discussions with staff
Sustainability	6) Comment on the sustainability of the capacity building interventions.	- Annual / Semi-annual reports - Interviews with project partners - Interviews with beneficiaries - Discussions with stakeholders
Efficiency	4) Have the resources been utilized efficiently?	Financial follow-up in versus activities implemented and outcome achieved.

3 Methodology

The project methodology is based on the interpretation of the TOR for the evaluation. The evaluation report describes the context of the development intervention, including:

- policy context, development agency and partner policies, objectives and strategies;
- development context, including socio-economic, political and cultural factors;
- Institutional context and stakeholder involvement.

The evaluation team has paid attention to identify validity and reliability of the information sources used as well as the limitations related to the information sources. The team has validated the information received from different sources and critically assesses the validity and reliability of the information received.

3.1 PHASES OF THE EVALUATION

The evaluation took place in three phases; (1) an inception and desk review, (2) Implementation, and (3) Reporting.

3.1.1 Phase 1 Inception and Desk Review

The main features of the evaluation and the project was determined through a desk study of project documents, progress reports, decision memos and agreements, projects steering documents, periodic reports, relevant technical reports, and previous evaluations and reviews as well as other information relevant to the evaluation regarding the RERP and other donor supported projects.

The first phase of the assignment was an inception period which included the desk review and discussions with the project management of Lantmäteriet. A start-up meeting with the Embassy of Sweden in Sarajevo was held to capture the salient points for the evaluation, identification of stakeholders and to discuss the various step of the assignment.⁶ An inception report was forwarded to the Embassy at the end of the inception period.

The first phase of the assignment involved the following elements:

⁶ A conference call was made over Skype

- An initial desk review of relevant documents and project descriptions. Preparation of methodological approach.
- Identification of relevant stakeholders besides those already suggested by the ToR.
- Preparation of short inception report, including QA input and methodology based on discussion had with the Embassy of Sweden/Sida.
- Planning and organizing the field trip, including booking interviews and logistics arrangements.
- Skype meetings with Lantmäteriet and the Embassy of Sweden in Sarajevo.
- Compilation of primary data

3.1.2 Field visits and collection of information

The document review was followed by a field visit to collect project data and interviews with relevant stakeholders in BiH. The field visit was conducted April 13 to April 24 and started in the Federation of Bosnia and Herzegovina and continued in the Republic of Srpska.

The meetings and interviews included in depth discussion of the project results, analysis of the lessons learnt during the project implementation, issues and project risks, collection and in depth analysis of information and views regarding the project results. This also included the discussion of the needs of future development, the support, goals and objective of the project prolongation. The methodology was based on a participatory approach in consultation with project stakeholders to validate findings and conclusions. Multiple sources was approached in order to triangulate and to ensure the credibility of the evaluation.

The visit also included cross cutting issues and how the project improve gender equality in the area of land and property tenure.

At the end of the country visit, a debriefing meeting was organised with the Embassy of Sweden to present the preliminary findings concluded from the visit. A concluding meeting was also organized with the General Directors of the GA's prior to returning to Sarajevo.

3.1.3 Reporting

The report is based on the results of the field visit, interviews with the project stakeholders and analysis of collected data and information as well as reviewed publications and project reports. The report is compiled with a general introductory section describing the assignment, a summary of findings and structured according to the ToR.

The report also describes the context of the development intervention, including policy context, development objectives and strategies. The information provided through

the documents, interviews as well as other sources of information has been analyzed with focus on the project's results and possible effects.

The evaluation has focused on identifying validity and reliability of the information sources used as well as the limitations related to the information sources. As far as possible the information has been cross validated to assess validity and reliability.

The draft report was presented to the Embassy of Sweden and Lantmäteriet on May 19 after quality assurance according to Sida requirements and recommendations. Comments on the report were provided by FGA, RGA and the CILAP project management as well as the Embassy of Sweden in Sarajevo.

The final report was presented to the Embassy within seven days after receiving the comments.

3.2 GENDER FOCUS OF THE EVALUATION

The recent mapping of Sida's assistance to land administration⁷ notes the following:

- Gender and human rights are closely connected to issues around access to land
- However, Sida has not worked with a dual focus on human rights and gender and land governance in their programming.

The mapping categorizes the human rights and gender related land governance interventions in the following way:

- Land initiatives with subordinate human rights or gender components
- Land initiatives with a primary focus on human rights or gender components
- Human rights or gender initiatives with a subordinate land rights component

The initiatives in Bosnia and Herzegovina are to be categorized in the first group, as the initiative does not seem to have any primary objectives relating to gender. Gender mainstreaming should be based on a structured approach with practical initiatives with measurable outputs and outcomes. The focus of the evaluation explored the extent to which this is happening:

- Are there any targeted measures? E.g. specific measures targeted at women?
Are targeted measures based on target group analysis (including but not limited to gender analysis)?

⁷ http://www.sida.se/Publications/Import/pdf/sv/201013-Mapping-and-review-of-Sida8217s-Assistance-to-Land-Policy-Report-Land-administration-and-Land-Governance_3113.pdf

- Are there integrated measures? E.g. is gender concerns integrated into overall project goals?
- Do measures focus on women's practical needs and/or long-term strategic interests?
- Are there identified measurable indicators in relation to these measures? Are there baselines, are there targets?
- What results can be observed for these measurable indicators?
- Is there policy dialogue conducted by Sida and/or the partner in relation to gender as part of these initiatives?

The evaluation includes an assessment of the legal and socio-economic context of gender in relation to land governance in BiH.

3.3 LIMITATIONS

The Terms of Reference specifically asks for the evaluation to be outcome- and effect oriented in comparison with the stated objectives and indicators in the project document and the inception report during the first two and a half years of implementation. The evaluation have reviewed activities that have taken place during 2013 and 2014 and also including the first three months of 2015. It has been difficult to clearly identify evidence-based outcomes and effects as a result of the capacity building project. The reason for this is that the annual work plans and the progress reporting by the project is not structured to follow a distinct result chain and the progress reporting does not link up to the planned activities and indicators listed in the Inception Report. Considerable time has been spent in trying to identify outcomes and effect by studying mission reports and other reports produced in the project.

Since verifiable evidence based outcomes and effects have been scarce the evaluation has focused on outputs and implemented activities and relates them to progress in the project and targets groups.

There is a significant multi-dimensional aspect to the assignment as it entails a project with two different geodetic authorities in two entities in one country. Different constitutional, judicial and institutional set-up has made the evaluation complex especially when implementation of various activities will have to be done in different frameworks. The integration with the World Bank project and with the Norwegian support further complicates the task of identifying outcomes and effects relating to the Swedish support. This adds recognition of the task of managing this project as well as from an evaluation stand-point necessitates taking certain short-cuts given the available resources in the assignment.

4 Findings⁸

4.1 FINDINGS AND CONCLUSIONS BY COMPONENT

4.1.1 Strengthen of the land administration organization (Component 1)

This component and component 2 Development of Human Resource Program is interlinked in its focus on organizational and staff development and it was realized early that these two interventions would benefit from being merged into one. From a practical standpoint this was done already from the beginning as several workshops were held where participants from both working groups participated. The evaluation will report on the activities in the two components separately in accordance with the project document and the inception plan. However, the plan for the continuation 2016-2019 will merge these two components into one.

The objective of this component is described as *Institutional strengthening to carry out an efficient land administration which contributes to economic and social development, a viable land market and a sustainable land use in line with the EU standards* and its qualitative outcome described as “Institutions are strengthened to deliver efficient services to the general public and authorities in terms of security of tenure, efficient procedures and access to information.”⁹

Straightening of management and leadership is the main topics of this component. This include issues of management and leadership, staff satisfaction and employment conditions, working conditions, needs for modern equipment, financial systems and development towards more self-financing of the activities. Monitoring and quality assessment systems will also be developed. Regional cooperation with land administration organisations within Balkan will also be supported. The planned activities included situational analysis of needs for organizational development, study tours, development of business plans, Result Based Management, and development of a communication strategy.

⁸ Findings are related to interventions implemented during 2013-2014 and including relevant activities up to end of March 2015.

⁹ Inception Report: Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina CILAP, May 2013

This component of the project is focussed on the staff and management of both GA's to enhance the capacity in operating in a changing environment. This appears relevant in regards to the challenges facing both organizations in management and administration in implementation of the demands of the RERP and in the view of the growth of responsibilities as a result of legislative changes.

The project support for this component has included 4 visits to Sweden (including one for the steering committee), 8 workshops, and one seminar.¹⁰ The study tours to Sweden had the purpose of a) planning during the inception period, b) visit to the Swedish Tax Authority concerning real estate valuation, c) visit to the Lantmäteriet land registry and cadastre offices, and d) steering committee meeting. The workshops have focused on a situation analysis for organizational development, result management, development of the communication strategy and plan for both the GA's, strategic development and business planning, and a seminar was for organization, financing and market orientation. In total the support from Lantmäteriet in this component included 12 visits by consultants from Sweden. 42 participants took part in the study tours to Sweden and 88 participants attended the workshops of which female participants were 20 and 41 respectively.

The first workshop delivered a set of priorities for the continued work of this component as well as for component 2. Although there is a considerable difference in size and structure between the two organizations interviews in both organizations have confirmed that discussing the development needs jointly was very beneficial and the needs were surprisingly similar. The authority in the Republic of Srpska has also been under some organisational stress due to the fact that there has been three different General Directors since the beginning of this project.

The workshop concluded that the main priorities were to develop a communication strategy and strategic business plans for both FGA as well as for RGA. It was determined that there was a great need to strengthen the brand of both GA's. In addition training was needed in several areas as mention above. Although the workshop specified some organizational development needs the evaluation team did not find any strategic document outlining an implementation plan nor were there any visible signs of mapping strengths and weaknesses of the organisations by using applications such as a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis.¹¹

¹⁰See Annex 4

¹¹ FGA did later include a SWOT-analysis in its Communication Strategy and Three Year plan 2015-2017.

The outcomes of this component during the period under review include both intangible as well as tangible results. On the intangible side it was stated during the interviews that management and staff in both organisations have gained knowledge about best practices in European land administration practices, the need for development of communication strategy and business plan, improved internal communication. The more tangible outcome of this component is the extensive work that has taken place in the development of communication strategies for both GA's. The draft communication strategies were completed in 2014 to be adopted by respective top management. The development of a strategic business plan was delayed due to a delay in the RERP planning and also in the federation mainly because of the new legislation¹², however a three year plan was developed by the FGA in 2014 outlining its development and strategic goals as a step towards a business plan.¹³ The discussions on Business plan development was resumed in 2014 and followed up on a workshop early 2015.

Conclusion: Although the initial workshop outlined activities for organizational development a detailed roadmap for implementation of organizational development interventions and the rationale seems to be lacking. Some guidance is found in the work plan for 2013¹⁴ and subsequent annual work plans, where the activities are described. The workshops and the study tours have, according to the interviews, contributed to a stronger sense of direction in both authorities in terms of organizational development needs and the development of the communication strategies have provided a framework for improving internal communication, improving the public understanding and confidence of the GA's and the importance of land registry, and also specifying the primary stakeholders and communication needs. All of this has established a platform for the subsequent strategic work with the institutional strengthening of the GA's, however based on the available planning documents and progress reports there is a need for more detailed planning to see the intended effects.

4.1.2 Development of Human Resource Program (Component 2)

The objective of this component is ensure that *the staffs of the land administration sector are well-trained and motivated to fulfil its duties*. The expected qualitative outcome is that more educated staff would lead to more efficient management and pro-

¹² Law on Survey and Registration of Real Estate Cadastre, 2013

¹³ Three-year Plan 2015-2017, Federal Administration for Geodetic and Real Property Affairs, Sarajevo 2014.

¹⁴ Annual work and Time Plan 1st February – 31 December, 2013, Project Management Team May 2013.

cedures, decreased corruption and more equal treatment of women and men rights¹⁵. The intervention logic is primarily based on implementation of a staff training programme to meet needs and demands according to the business plan and the targets groups will include staff from the two GA's, land registry clerks, and other interested parties such as participants from notaries, lawyers, surveyors, banks, municipalities etc. The training programme is intended to be implemented in cooperation with other training programmes in the sector and in particular harmonized with the RERP training program. Specifically training in corruption prevention, gender awareness and management and leadership were singled out as specific topics.

The first activity in this component was a workshop in April 2013 during the inception period for "Analysis of Human Resources and Demands" with an expected output of a human resource development plan based on an inventory of existing and required knowledge within the organisation. This workshop was held together with the workshop for component 1, described in the previous section. The output of the workshop was shared with component 1 and one of the recommendations was to form a HR-unit for RGA and for FGA make preparation for a HR-unit and development of a staff training program. A staff training program were developed outlining target groups, purpose, intervention types and methodology, and expected qualitative outcome. A detailed implementation plan for 2013 was also included. Subsequent annual training plans are presented in the annual work and time plans. A HR-unit was later formed in the new organisational plan for RGA implemented in September 2013 and is currently staffed with 3 employees. However, it is not quite fully functional as it is lacking a HR-strategy and plan according to the section head.

As the first workshop had the purpose of making an inventory on existing capacity and demands on additional knowledge, the output of the workshop describes the perception of the participants of what is lacking on an overall view of both organisations. As the participants of the workshop were members of the working teams it can be assumed that there were adequate knowledge of the competence need in the organisation. However, since the objective of the workshop was to make an inventory of requirements and availability of competence, the output of the workshop does not entirely meet this objective. It is not clear if the capacity building requirements were linked with the requirements of supporting the implementation of the RERP programme. Perhaps a more in-depth training needs assessment would have provided other dimensions. The identified priorities pertained mostly on a managerial level.

¹⁵ Inception Report, CILAP, May 2013

The project input for this component has included 3 visits to Sweden, 5 workshops, and one seminar.¹⁶ The study tours to Sweden had the purpose of a) Study of Land Administration at Lantmäteriet for 20 top managers from municipalities, Cantonal offices and Parliament, and b) visit to the Lantmäteriet for managers from RGA and FGA. The workshops have focused on analysis of human resources and demands, risk analysis, electronic signature, management procedures and strengthening, annual planning, and strategy for the Human Resource development. In total the support from Lantmäteriet in this component included 8 visits by consultants from Sweden. 29 (7 women and 22 men) participants took part in the study tours to Sweden and 118 (48 women and 70 men) participants attended the workshops and seminars.

One workshop for corruption prevention and gender awareness and a seminar for management and leadership which was planned for in 2013 were not implemented. The corruption and gender workshop were substituted with a one-day workshop given at Sida during a study visit to Sweden and the workshop for management and leadership was moved to 2014. The evaluation has not been able to identify a rescheduling of the corruption and gender workshop in the following years or the reason for not doing it.

In addition to the input from Lantmäteriet a Quality Assessment survey was initiated in 2014 after 15 months by the project office and performed by an external regional expert to measure the satisfaction of the project within FGA and RGA. The survey indicated that the interviewed working group members (7 from RGA and 8 from FGA) expressed high satisfaction of the CILAP project, the engaged Swedish consultants and the Project Management Team.¹⁷

Conclusion: The project can be considered to have managed fairly well in its implementation according to the plan, despite not being able to implement two activities in 2013. It is notable that the workshop on corruption and gender awareness so far has not been rescheduled. Considering the output during this period in sensitizing various decision makers, initiating discussions of management practises and procedures this component can be deemed to be under way. The output/outcome in Human Resource development and policies is difficult to verify in the available documents though it appears to have been weak. It is evident that there is an overlap between component 1 and component 2 which is also shown in the scheduling and implementation of activities. This may also be an explanation for the progress in this component has been a bit slow. According to the implementation plan no specific activities were scheduled or

¹⁶ Annex 4

¹⁷ Customer Satisfaction and Quality Assessment Report, Zeljko Bacic, 2014

implemented in the period October 2013 – July 2014. It is probable that a better coordination and more visible outcome will be achieved as these two components will be merged into one in the next phase of the project. In the project document for the next phase it may be advisable to be more clear on deliverables and a timetable for the expected outcome and effects on this component.

4.1.3 Development of Legislation (Component 3)

The objective of this component is ensure that *appropriate legislation is developed which will contribute to reduce illegal occupation of land and property, fragmented land ownership in rural areas and land disputes*. The expected qualitative outcome is that “ownership rights and property rights are secured, investments facilitated and transparent real estate market is established.”¹⁸ The intervention logic is primarily based on implementation of a series of workshops and round table discussions to facilitate development of draft laws, bylaws, and exchange of experiences, methodology and standardization of practice.

Due to the legislative difference the interventions have had different focus where as new laws will have to be proposed in FBiH and the new cadastral law in RS need to be complemented with bylaws and instructions to be operational. In RGA the legislation is already in place for the establishment of the Real Estate Cadastre, in FGA the legislation has been submitted but not yet approved. These developments need also to be synchronized with the activities of the RERP projects which have as an objective to harmonize the land registry and cadastral data in both entities and bring it into a central database in the respective GA's.

The activities during 2013 mainly involved the formulation of the proposal on the “Law on survey and registration of real estate” in the Federation of Bosnia and Herzegovina. This was mainly supported by organizing four workshops where a group of experts from the geodetic sector in FBiH, Ministry of Justice, and association of Municipalities and towns drafted the new law. A group of politicians from the FBiH parliament took part in a study visit to Sweden organized under component 2 to gain knowledge of land administration and the need for the new law. The law was drafted and sent to be adopted by the authorities in 2013. Due to the election in 2014 the process of adoption was delayed. The law introduce a new administration on cantonal level and FGA will have a supervisory role and administer a central database for both cadastral and land registry data which replicate data from the cantonal level.

¹⁸ Inception Report, CILAP, May 2013

One workshop was also organized for both FGA and RGA with the topic “overview of the existing legislation” led by two experts from Lantmäteriet. The workshop presented laws and legislation in Sweden in comparison with the legal framework in BiH.

In 2014 the project supported, in cooperation with the RERP project, the development of a “Handbook of best practises in the work of Land Registry Offices within the procedures for replacement and establishment of Land Registers”. Two workshops were organized and led by two local consultants (a lawyer and a surveyor). Participants in the workshops came from various land registry offices, Ministry of Justice, Municipality Courts, Private Surveyors, FGA, and the RERP PIU. The handbook will facilitate the data processing between the cadastres and land registers in FBiH. The handbook was published by the CILAP in 2014. Interviews with the component 3 working group in RGA revealed that the handbook is deemed very applicable also in RGA.

In 2015 five round table discussions in five different locations¹⁹ are planned to discuss the law on property rights. The objective of the discussions is exchange of experience, methodology and standardization of practice. Participants in the discussions are representatives from Ministries, municipalities, local GA offices, municipality and cantonal courts, notaries and lawyers, staff from FGA and RGA. The law was passed in the Republic of Srpska in 2008 and amended in 2012 and in the Federation it was passed in 2014 and according to RGA officials the laws are very similar which will make the outcome of the discussions applicable to both entities. Moderators of the discussions are two local consultants. Later during 2015 two round table discussions are planned to be held within the GA’s, one in Sarajevo and one in Banja Luka, in order to summarize the experience of the round table discussions.

The support of the CILAP during the evaluation period has been organizing seven workshops and three round table discussions. Two experts from Lantmäteriet in Sweden come for a workshop in 2013. 61 participants took part in the workshop on the new legislation and the development of the handbook. So far 91 participants have been involved in the 3 round table discussions this year.

Conclusion: The progress in the area of legislation has mainly been focused on the preparations for the new law and harmonization efforts in the FBiH. Given the different points of departure between the two entities this is deemed quite relevant by the review in order to allow the two GA’s to have a similar legislative framework. One could argue that the legislation and the structure in the land management would not

¹⁹ Sarajevo, Banja Luka, Tuzla, Mostar, Trebinje.

be beneficial to have a joint working arrangement in the area of legislative development. However, judging from the interviews with representatives of the working groups in both organization it seems as if relevant experience can be shared that may in the end contribute to harmonize legislation in the two entities. The working groups in this component also provide valuable support to other components in the project, especially to component 5. Compared to the objectives and planned outcomes described in the inception report this component have made real achievements, however noted that the new law in FBiH has not yet been passed.

4.1.4 Development for Geodetic Infrastructure (Component 4)

The objective of this component is to “*Provide the land administration and mapping sectors with reliable and accurate data for surveying and other applications through additional and advanced services in the SRPOS and FBiHPOS network connected to the EPN network*”. The expected qualitative outcome is “More accurate, reliable and fast survey (including heights) in real time for cadastral, engineering and environmental purposes”.²⁰

A modern geodetic system of CORS²¹ was implemented in FBiH and in RS in 2011-2012 with assistance from EU funding. A total of 34 stations were established divided into two networks, the SRPOS in RS and FBiHPOS in FBiH, with 17 stations each of which some stations are shared. There are two control stations, one at RGA in Banja Luka for RS and one at FGA in Sarajevo for FBiH. The development of the networks is also part of RERP. In order to improve the accuracy of the network there is a need of support for defining, establishing and maintenance of reliable geodetic and gravimetric reference networks, high precision levelling, improvements to the reference system, determination of a geoid for the whole territory of BiH, and connection to the European geodetic reference system ETRS89.

This component aim to carry out gravimetric measurements in order to establish a reference network that will improve the accuracy, the determination of a geoid for height measurements and support the connection to the European geodetic reference system. In addition it will support improvement of communication between the control centres and the permanent stations, training on new surveying technology, and education of the staff at the control stations.

²⁰ Inception Report, CILAP, May 2013

²¹ Continuously Operating Reference Stations.

The intervention logic is primarily based on implementation of a series of workshops and field work for measurement of geodetic data. During the review period the work in this component mainly concentrated on the determination of absolute and relative gravimetric measurements. The work was initiated by locating four points suitable for an absolute gravity measurement campaign. This reconnaissance was made by a Swedish expert from Lantmäteriet and the CILAP technical advisor. Four points were identified, two in the FBiH and two in RS. These points were later used for an absolute gravimetric measurement campaign which took place in October 2013. During this campaign staff capacity building was ensured by having the working groups working with the Swedish expert and the CILAP technical advisor. Visits by junior geodetic engineers from RGA and student studying surveying from the University of Sarajevo were also organized. Lantmäteriet provided the equipment needed for the measurements and calculations and analysis were later done in Sweden.

In preparation for the relative gravimetric measurement campaign a study tour was made to the Republic Geodetic Authority in Serbia (RGAS) where the process of determining the geoid for Serbia was completed in 2012. The visit provided the working group members an understanding of the project ahead. The project decided to engage a regional consultant with experience from working with the project in Serbia and with Lantmäteriet to plan the project for the measuring campaign. The preparations were done in cooperation with the working groups for capacity building purposes through workshops and the relative gravimetric measurements took place. It was decided to contract the Serbian RGAS to perform the measurement campaign at a total of 60 measuring points, equally distributed between RS and FBiH. A representative from both RGA and FGA participated in the team to support and gain experience. The calculations were done in Belgrade and a workshop was held in Banja Luka in November 2014 for presenting the results and the establishment of a new basic gravity network.

Experts from Lantmäteriet conducted a workshop in 2014 for the improvement of control centres and determination of parameters for coordinate transformation into the new reference system ETRS89, and in 2015 a workshop on “Geoid and how to determine it for Bosnia and Herzegovina” was held by another expert from Lantmäteriet.

The Geodetic networks, SRPOS and FBiHPOS are used by both the private sector as well as the public sector. According to our interviews the use of the network has been free of charge until 2014, and both authorities have started to implement tariffs for using the network. In RS it is reported to have approximately 40 external users and approximately 30 GPS receivers within RGA. In FGA it was reported to have approx-

imately 115 users in total. Statistics from the control centres report for SRPOS for the period 2013-2014; 92 customers, an average 115 connections per day, and an average of 15 min per connection. For FBiHPOS statistics for the period January 1 – May 7 (127 days) 101 customers, average 130 connections per day, and an average of 21 min per connection. Comparative statistics in FBiHPOS for the period June 2011 – October 2013 was 26.7 connections per day and 20.5 average connection time.²² The statistics shows a significant increase in the usage of the network and to increase the accuracy and height measurements will add to its usability.

Conclusion: The activities implemented in component 4 have contributed to achievements of the expected outcomes. The successful conclusion of the measurements and calculations of the absolute and relative gravimetry has accomplished two of the planned activities and has provided the prerequisites for fulfilling the expected determination of the geoid and connection to the EPN and ETRS89.²³ The participation of staff from both Geodetic Authorities and students from Sarajevo University in the field work has contributed to the capacity building in this field. The workshops contribute to the participation and ownership of the project and the fulfilment of the expected outcome. Even though there is no specific timeline for the remaining work it seems likely that this component will achieved its objective.

4.1.5 Improvement of land administration business processes (Component 5).

This component is organized in three parts, a main segment and two sub-projects. The main segment will support the two GA's in improvement and development of land administration processes to meet the RERP objectives. This will be done through transformation of information or new surveys and legal procedures in order to clarify legal and geographical inconsistencies where new efficient procedures need to be developed, tested and applied. However, the two sub-projects have been the main focal areas in this component and are:

- a) Building of an address system and
- b) Study of Land and Property Valuation.

Development of land administration processes.

This part of the component is closely aligned with RERP in supporting the creation of the real estate cadastre (REC) in RS and building the cantonal institution for real estate registration and rights in FBH and creation of the integrated central data base

²² Comparative figures for RSPOS was not available to the team

²³ EUREF Permanent Network (EPN) and European Terrestrial Reference System 1989 (ETRS89)

under FGA. Also, facing the new communication trends, further development of e-services is necessary in the process of transformation of the GA's into modern, reliable institutions. This entails pilot tests of business processes for achieving:

- a) a real estate cadastre in RS,
- b) integrated land register and cadastral data in FBiH,
- c) development of appropriate cadastral procedures,
- d) development of e-services to users in the public and the private sector as well as the public.

During the review period the project provided support to this by organizing 5 workshops dealing with topics in database management and e-communication, information security and data protection, project steering and management. The first two workshops were attended by 10 and 7 participants respectively including the component leaders and workgroup members from the ICT component in both GA's. The project management workshops were implemented in three parts during 2014 and were attended by five participants, two from the FGA, one from RGA, and one from the WB PIU. These workshops were requested by the GA's to build capacity to manage large projects. Two regional conferences were organized in 2014 by the project on the subject of:

- 1) Preparation and realization of international project and
- 2) Exchange of experience and cadastre maintenance.

The seminars were attended by 19 and 23 participants respectively with participation from RGA and FGA. The SGA from Croatia participated in both and RGA in Serbia participated in the latter.

So far no activities have been planned for 2015 for this segment except two seminars for the development of a new project document for the period 2016 – 2019 and work plans for 2016.²⁴ In a draft proposal for the coming implementation period it is suggested a reorganisation of the project components²⁵. Component five will be split into two main components covering the Address Register and the Sales Price Register. This main segment will not continue as a main output area. The justification for this is not explained in the draft proposal.

Conclusion: It would appear that the capacity building within this segment of the component so far have not contributed much tangible to its stated outputs and objec-

²⁴ Annual Work and Time Plan 1st January - 31st December. 2015, Project Management Team, December 2014.

²⁵ Draft proposal for the continuation of project activities, CILAP Project Team, 2015-04-10

tives, however it should be noted that the implemented activities most certainly have provided knowledge and capacity building in issues related to the land administration processes.

The capacity building in project management seems somewhat limited when it only focused on very few staff. The content of the training is explained in the progress report ²⁶ but the outcome of the training is not clear and how this will benefit the internal project management of the authorities through a multiplying effect is lacking.

Building the Address Register.

The purpose of this project is stated in the inception report as “a pilot project will be designed in one municipality in both entities to define the content and methods of building the address register. Testing of procedures will be carried out which should lead to a description of the procedures necessary for building the address register, and to define the data model and necessary software support”.

Address register is an important prerequisite for a functional and well-organized society where many public services depend on correct addresses. For planning purposes on all levels of society and public administration it is essential to have good information on the distribution of the population living in certain areas. During the last census RGA was responsible for preparing maps and in order to have accurate data they had to go to the field to collect data for the census. This process highlighted the need for a central address system. The Agency for Identification Documents Registers and Data Exchange of BiH (IDDEEA) is responsible for maintaining records on all residents of BiH and they have estimated that out of the 3.8 million citizens with a registered place of residence 40% are registered on provisional addresses, i.e. addresses without house numbers. According to IDDEEA the introduction of the address register will be important as it will reduce the number of fictitious registrations and registration on provisional addresses.²⁷

The legal requirements for establishing the address register was already in place in RS giving RSA the jurisdiction over the database through the Law on Survey and Cadastre, but in FBiH this legal basis was not in place. Provisions for putting a law in place in FBiH had begun before starting the CILAP and the cantonal “Law on the designation methods and records of populated areas, streets, squares and house numbers” came into effect in June 2013 in the Herzegovina-Neretva canton (HNC).

²⁶ Annual Progress Report 2014, CILAP Team, November 2014

²⁷ Interview with the staff of IDDEEA.

A pilot project was initiated in the municipality of Citluk for the development of the Application for the establishment, management and maintenance of the address register.. Three “terms of reference” were produced for the pilot project; one for the application development, one for the designation of street names and building with house numbers, and one for building of the infrastructure for the address register. The pilot project was funded by CILAP however the designation of street names and house numbers was co-funded by the municipality of Citluk.

The pilot project in Citluk was successfully concluded in March 2014 where FGA is the owner of the application for address registry and the municipality is responsible for the updating and the maintenance of the addresses in their own database which will be replicated to a central database at FGA. The application was developed in cooperation with a private contractor, Geometrica. The central database will be integrated with the FGA web-based geodetic information application.

During a visit to the municipality of Citluk the evaluation team was informed by the Mayor of Citluk of the process of establishing street names, assigning house numbers and the support given by the CILAP for the implementation in the three urban areas included in the pilot project. A total of 2521 house numbers were assigned in the three areas. The Mayor further explained the benefits of the address register which will help the administration in managing construction permits, taxation and water and waste management among others. The Mayor was very pleased with the result and though the pilot project covered 40% of the population he was receiving calls from other villages to be included. The CILAP project provided the municipality with equipment, hardware and software, and trained staff in the Mayor’s office to run the application.

The project provided input to the development of the address registry and the pilot project in Citluk through three workshops during 2013/2014 where participants discussed the various aspects of setting up the database, designation of street names, procedures for workflows and processes, the users of the database and the need for having a common application for both entities. Participant from both GA’s participated in the workshops. The plan for 2015 is to continue to include the other eight municipalities in the Herzegovina-Neretva canton but there was no time plan or milestones available. The plan is to establish a database on the cantonal level to be replicated to FGA where a central address register database for FBiH will be maintained.

A study visit was organized to Sweden in 2014 one for the working groups to get acquainted with the business processes and how different authorities are involved with the addressing process in Sweden, how to understand how the IT-processes are integrated and how Lantmäteriet is integrated with the municipalities in the work with the address system. An additional study visit to Sweden was organized together with component 1 and 6 for the tax authorities to meet with Swedish tax authorities.

The results of the pilot project was disseminated through four seminars in 2014 and 2015 addressing participants from various federal authorities, cantonal ministries, tax administrations, and municipalities among others. These seminars collected 255 participants and the goal of the seminars was to introduce to the different stakeholders the on-going development of the address register and to ensure future cooperation to achieve the goal of a unified system for managing the address register in municipal administration.

The progress in RS and RGA was not as quick as in FGA. The working group from RGA participated in all the workshops, seminars and the study visit to Sweden and thus gained experience from the progress in the pilot project in Citluk. The application developed in Citluk was installed in the RGA office in Bijelina in September 2014. The purpose of this installation was to test it in the RS environment and to determine the customization requirements to comply with the RS legislation and RGA processes. While customization might be necessary of the application to conform to the requirements of RGA, the Swedish experts have stressed the importance that the content of the address register is essentially the same in both entities and if possible the same application be used. The first version of the customized software is expected to be available in May/June 2015 to be presented to municipalities, the Republic Statistical Authority and the Ministry of Local Government.

A pilot project will be implemented in six municipalities in RS (Banja Luka, Bijelina, Zvornik, Trebinje, Eastern Sarajevo and Laktasi) after the application software has been completed. The pilot project will start in September 2015 and RGA knows from the census that the data is usually poor so the plan is to load the data into the database as a starting point. RGA does not plan to have any local databases but will create one central address register database at RGA.

Conclusion: The development of the address register has progressed well through the pilot project in Citluk. It seems to the evaluation team that the selection of the Citluk area was good choice, the size seem manageable, the cooperation with the municipality has worked very well and it has become a strong showcase to demonstrate to other municipalities and republic, federal and cantonal authorities throughout the entire BiH. The support by the Swedish experts and the resident CILAP technical advisor has developed the necessary capacity in the working groups to complete the pilot project successfully. Though what appears to be a slow start by RGA by not initiating a pilot project at the same time in RS might prove to be a blessing in the end. The experiences from the Citluk project will now be used to fast track the development of the application and the pilot projects in RGA.

There seem to be a lack of a strategy with an overall implementation plan, time table and milestones for the roll-out of the address register in the entire BiH. This is understandable considering the unusually complex political situation and the complex administrative system (especially in FBiH). However, in preparation of the draft proposal for the new agreement period it would be advisable to devise an implementation

plan for both GA's with milestones in order to make sure that the project stays on track and is not losing momentum.

Study of Land and Property Valuation.

The objective of this sub-project is a bit ambiguous since the inception report describes the purpose as introduction of land and property valuation where the transition to market valuation requires a sales price register. Whether the sales price register is the ultimate goal of this sub-project or if it is intended to lead towards development of mass valuation methodologies and procedures is not entirely clear. However, in the list of outputs presented in the inception report, the final expected output is listed as "the establishment of Land and Property valuation units within GA's". The valuation of property is not under the jurisdiction of the GA's today.

The rationale for mass valuation is based on the assumption that the data would mitigate some of the problems in the real estate market that stems from the lack of proper statistics and monitoring of the property market. In short, it leads to lack of market transparency where contracts are based on subjective opinion rather than an objective valuation. Problem arises when determining the tax base of property on the basis of international standards and the statistical offices and the Central Bank do not have correct information when calculating the price index as required by the EU directive.

The project input during the review period has been fairly extensive with 12 workshops, two study visits, one to Slovenia and one to Sweden, and a seminar. Experts have been used from the Lantmäteriet in Sweden as well as experts from Slovenia and Serbia. Two pilot projects have been implemented, one of the Sarajevo urban municipalities, the Municipality of Centar, and one in the town of Bijelina in the Republic of Srpska. The experts from Slovenia and Serbia have been used extensively during the workshops which have been very appreciated by the workgroup members. They have indicated that the experience from especially Slovenia and its process of establishing the mass valuation have proved to be beneficial.

The workshops in 2013 have trained the working groups in various topics in regards to valuation of property such as different types of valuations, valuation methods and processes, mass valuation theory, the functioning of the real estate market in preparation for the pilot project. During these workshops there was also a participant from the municipality Centar in Sarajevo included. The final workshop in 2013 was entirely focused on the Sales Price Register in preparation for the pilot projects that were implemented in 2014.

The pilot projects collected data and sales contracts for the period 2012-2013. Primarily data was used from the sales contracts but data was also collected from the Tax authority and offers for sale of real estate during the time collected from both real estate agents and adverts on the internet. This was used as control data for the contract prices. In the project in Bijelina 992 contracts were collected and after a review

of the documentation 662 transactions were regarded as usable for the analysis. The pilot project in Sarajevo collected 1068 sales contracts and after reviewing the contracts it was determined that 863 were useable for the analysis. In Bijelina the data was classified in different submarkets such as residential, commercial and rural market while the Sarajevo project did not have any rural market.

The pilot projects were implemented January – November 2014 and during this time workshops were organized by the project to assist and guide the workgroup members in the analysis of the data. Five workshops were conducted with focus on real estate classification, market data analysis, valuation models for different types of real estate.

Both working groups developed a very comprehensive documentation of the pilot project²⁸. Apart from the analysis of the market data that had been collected showing the relationship between sale price and various classifications of the properties, the documents are also providing a situation analysis of the real estate market, real estate taxation and findings relating to the problems in the real estate market. The documents also include a discussion of the sales price register concept and more importantly a plan for the implementation of the sales price register in each respective entity and suggestions on the work flows and processes. It is apparent from the reports that the working groups had agreed on a uniform structure of the report which makes it easy to compare the different characteristics from each entity.

The documentation provided by the working groups were discussed in a workshop in February 2015 and feedback was provided from the both the Slovenian and the Serbian experts. Later on in March a seminar was held for the management of both GA's to present the price Register implementation plan. Next step is to develop technical specification for the development of the software application for processing of the Sales Price register. According to the Swedish expert conducting the workshop in April 2015, it is advisable that both FGA and RGA can agree on one uniform application. It is anticipated that the tender for this work will be out end of August. Procurement will be done in accordance with Sida procurement guidelines. Selection will be done by GA and CILAP.

As mentioned before neither GA's have the jurisdiction to establish and maintaining a SPR nor does any other authority in either RS or FBiH. In both entities there need to be an agreement between the GA's and the Tax Authorities how the processes should take place. Discussions are on-going and a meeting was organized at RGA in April

²⁸ Plan for implementation of Sales Price Register in the Republic of Srpska, RGA, Banja Luka, March 2015 and Property Sale Price Register Implementation Plan, FGA, Sarajevo, undated.

between the RGA and the Ministry of Finance and Tax authority of the republic of Srpska. The Assistant Director of the Federal BiH Tax Authority was also included in the FGA working group and representative of Republic Tax Authority was included in the RGA working group during the pilot project and development of the implementation plan. Legislative changes are planned in both entities and the report from the FGA working group included some pertinent points which should be recognized when formulating the amendments or bylaws. These were among others; to insure that the flow of information is not impeded, the market data should be transparent and public, and the SPR should be made available actors in the real estate market.

Conclusion: The outcome of this component is showing clear progress towards achieving the implementation of a Sales Price Register in both entities. The workshops that have been implemented together with the study visits to Slovenia and Sweden appears to have been effective in providing the necessary capacity building required to move this sub-project forward. The execution of the pilot project in both GA's resulted in documentations that will prove to be valuable in producing the technical specifications for the development of the application and further development of the implementation plan. The inclusion of the regional experts from Slovenia and Serbia has been attested by both working groups to have provided valuable experience from neighbouring countries in their progress in developing Sales Price registers and the process to achieve land and property valuation.

The discussions with the respective Tax Authorities appears to be a prerequisite for moving forward in order to achieve the objectives of the SPR which as far as it was possible to determine have not been concluded yet. All indications given by work group members and the project team indicate that the dialogue is favourable and will result in a mutual agreement.

It also appears that in order to provide the jurisdiction of establishing and maintaining the Sales Price Register in FGA the approval of the Law on Survey and registration of real estate in FBiH is required to resolve the legal framework to move forward. These two issues need to be resolved.

4.1.6 Support to establishment of ICT in land administration (Component 6).

The objective of this component is to support the implementation of the ICT strategies through consultancy and training. This will include design of the IT-department, strategies for the IT-development, organization of communication, web-based applications, maintenance of databases, data security, and help-desk support to users.

The support to the ICT is performed through both the CILAP and support from the Norwegian government through the Norwegian Kartverket. The Norwegian project will provide some consultancy and supply and installation of hardware and software.

The support to the ICT had mainly two primary focal points during 2013 and 2014. The first focal point was the development of intranet in the GA's. In 2013 three workshops were organized by the CILAP project providing knowledge on the basic design of in-house communication/ Intranet, description of Intranet and the project, and the structure of Intranet. Two study visits were also organized for the workgroup members, one to the Republic Geodetic Authority in Serbia (RGAS) for a demonstration of their Intranet which was developed and released in 2011²⁹ and one to Sweden to learn the structure, content, usage and maintenance of the Internet solution of Lantmäteriet.

The workshops provided the workgroups with insight to the benefit of using the Intranet to support business processes, internal communication, and supporting daily activities of the staff. It was decided that there were two main goals for the Intranet, i.e. information and communication, and the support to the daily activities. The RGA and FGA are very different in their institutional setup and structure and the jurisdiction is also different. Thus RGA decided to go ahead with the development of the intranet while FGA decided to put it on hold, at least until the new Law on Survey and Real Estate Cadastre had been adopted and the future structure of FGA will be clearer.

A first version of the RGA Intranet platform was accomplished through the support of another two workshops in early 2014. The workshops were conducted by both a Swedish and a regional expert. The intranet is currently being tested in the head office of RGA, but was not entirely operational during the review visit.

There was an urgent need to develop ICT-strategies for both the GA's and this was initiated in the beginning of 2014. The ICT strategy for FGA was developed within the Norwegian project with the assistance from a Norwegian consultant. The RGA already had an old IT-strategy and it was determined that also RGA was in need for a new ICT-strategy. The ICT strategy was developed in a joint project with the Norwegian and the CILAP projects and three workshops were conducted by a Norwegian and a Swedish expert. The FGA ICT³⁰ strategy was presented in August 2014 and the RGA ICT strategy³¹ was presented in November 2014 and the final version was delivered in January 2015.

²⁹ This was done during a capacity building project supported by Sweden through Lantmäteriet.

³⁰ ICT Strategy, Federal Administration for Geodetic and Real Property Affairs, Oskar Henriksen, August 2014.

³¹ ICT Strategy, Administration for Geodetic and Real property Affairs of the Republic of Sprska, Oskar Henriksen and Tobias Lundberg, December 2014.

The strategies outline the undertaking of the two GA's within the ICT area needed to fulfil the requirements as a result of the RERP and the CILAP. The strengthening of the ICT-sector is necessary if the institutions are going to be able to administer and delivery its services to both the public and private sector in the future. There is no doubt that without a strong and capable ICT- department positioned clearly in the organization with the mandate to provide services uniformly throughout the organization the foreseen developments will be jeopardized. The strategy for RGA states: "As ICT increasingly become a mission critical domain, it is a need to revise the organisational structure".

The implementation of the strategy will be depending on support from the CILAP project to build capacity. The on-going developments of the CILAP project add additional requirements on the ICT-department to support the digital archiving, the address register, the implementation of the intranet system, and the development of the Sale Price Register. In addition there is a challenge in the IT infrastructure which the GA's need to face for the development of their future businesses and services³².

Conclusion: The demand on the capacity of the ICT function is both very high and critical in both the GA's and by supporting the development of the ICT-strategies the project has contributed towards the establishment of the ICT.

The intranet project will have a potential to introduce better and more homogenous business processes and better communication within RGA when the intranet platform is finalized and rolled-out in the organization. During the evaluation visit the intranet had not yet been rolled which would indicate that additional support might be necessary.

The objectives of this component need to be stated clearer and be aligned with the implementation of the ICT-strategy and its short, medium and long term plans when these have been operationalized. The plans for the next phase would benefit from identifying a number of prioritized areas with development objectives, deliverables and milestones.

4.1.7 Establishment of digital archive and integration in the business processes (Component 7).

The objective of this component is to establish a digital archive (DA) in the two entities of BiH (RS and FBiH). The purpose is to speed up business processes by central-

³² Annual Progress Report 2014

izing information and make documents easier and faster to retrieve, to make documents available to other institutions, and to protect older documents.

This component is supported jointly by the Norwegian project and CILAP. The support from the Norwegian project is financing of the development of software and the procurement of hardware needed at the central levels, requirements at the local levels are not included. In addition funding for a consultant for the preparations of data models is also provided. The CILAP will provide support for the planning and development and digital archives in the form of training, advice and capacity building, and also provide a consultant to assist with the data modelling.

So far the CILAP project has supported the development of the DA by organising eight workshops and four study visits. The workshops have trained and provided capacity building in the areas of the design of a digital archive, developing a strategy for a DA project, data model design and integrating business processes. Early in the project there was a study visit to Sweden and one to Serbia. The visit to Sweden gave the participants an opportunity to visit the National Archives Unit and to study the digital archiving system in Lantmäteriet. The visit to the Geodetic Authority in Serbia gave the participants insight to the development of a digital archive in a neighbouring country with similar land administrative background. The development of the DA in Serbia was also supported by the WB, the Norwegian and Swedish donor projects.

Due to the difference in institutional setup between the two GA's each organisations prepared their own Digital Archive strategy which were finalized and discussed in a workshop in April 2014. The RGA strategy was immediately adopted while the FGA strategy is still waiting for the architectural design to be adopted. The workshops were conducted by two Swedish experts. Another study visit to Serbia to visit the DA department took place in November 2014 to study the organization of a scanning centre and to discuss further the details of the implementation of the DA project.

The data modelling consultants were contracted later in September 2014 and it was a regional consultant contracted by the Norwegian Mapping Authority³³ and a Swedish expert contracted through CILAP. An inception report³⁴ was produced and presented by the regional consultant in December 2014 and a report on data modelling and systems architecture was presented in February, 2015.³⁵ The technical specifications were prepared during the workshops and were merged into one by the assistance of

³³ Statens Kartverk

³⁴ Digital Archive, Inception Report, Prof. Zdravko Galic, December 19, 2014

³⁵ System Architecture and Technical Requirements, Prof. Zdravko Galic, March 31, 2015

the regional consultant as it was required by Kartverket that it should be a common IT solution for both authorities.³⁶

The tendering of the software and hardware was planned for April 2015 but will be delayed for a short time. Tendering will be done through the Norwegian project. The plan is to have a first version of the software before the end of 2015.³⁷

Two pilot projects are planned to take place, one in FBiH and one in RS. The planning for the pilot projects will take place in the next workshop. Before the CILAP there was a pilot project in Banja Luka which involved scanning of 500 000 documents. The implementation of the pilot projects and testing of scanning centres will require strong support from the project and more on-the-job assistance were anticipated by the working teams.

Conclusion: The Digital Archiving component is progressing well and the cooperation between the donors and the authorities appears to be well coordinated. The component have produced a number of tangible outputs, the more visible are the strategies and the technical specifications for the tendering of software and hardware. Other tangible outputs are mission reports and other reports by the experts to guide the working groups.

The progress of this component will most probably stay on track as long as the tendering process is on-time. There is a need for an overall time plan with milestones to ensure that the activities do not fall behind.

4.2 OVERALL ASSESSMENT OF EVALUATION CRITERIA

4.2.1 Project Relevance

In 2012 a new law on survey and cadastre was adopted in the Republic of Srpska to create a real estate cadastre as an integrated registration system for both cadastral and information about land rights. In the Federation of Bosnia and Herzegovina there is also an aim to integrate and harmonize the land registration data and cadastre. The demands on the geodetic authorities in both entities are the establishment of service-oriented and transparent land registration systems for the population and businesses

³⁶ The development of software and procurement of hardware is funded by the Norwegian project. (Minutes from coordination meeting in Sarajevo, May 15 2014)

³⁷ Interview with working team member in FGA.

and expanding the e-services which requires a transformation of the land administration processes. The Real Estate Registration Project was created for that purpose and the CILAP project was designed to support the implementation of the RERP through capacity building.

The project is built on a twinning arrangement between Lantmäteriet and the geodetic authorities in the two entities of Bosnia and Herzegovina. The purpose of this is that despite there are differences in the political and administrative systems there is an objective to develop the two institutions in the same direction. In RS the law has already been passed to harmonize and centralize the land and cadastre information and in FBiH a law with the same purpose has been developed and passed on for adoption. Both organisations are in need to strengthen the organisation and build further capacity both managerial and technical competence. The project will also create a greater unity between the two intuitions and create a platform where future cooperation will also harmonize the land administration in the entire BiH.

There are also certain areas where providing the same support to both institutions may not be timely, the development of the intranet is one such example. The knowledge and capability may not be applicable at present but it will build capacity for future development.

Lantmäteriet has a long experience in providing support in international development cooperation projects in regards to land administration and also particularly in the Balkans. This has enabled the use of regional experts through the network of Lantmäteriet. This does not make Lantmäteriet the exclusive provider of the services, but having implemented similar projects and components in countries in the region gives credence not only to Lantmäteriet but also to the authorities and the experts being utilized. In addition, the long experience of Lantmäteriet in developing its own operations in Sweden adds to the relevance of being a partner in a project like this. However, it should be noted that it does not make the staff of Lantmäteriet the obvious choice when it come to implementation of non-core areas of its operation. The advantages from selecting Lantmäteriet is its regional experience and also its experience from working in BiH since 2003, disadvantages could be that due to its history in region and experience from working with other geodetic authorities in neighbouring countries, it may resort to duplicate solutions and other creative ideas may not surface should there be another partner. One such area is the institutional support where experts with wider organizational and institutional experience may find wider solution to the organizational and strategic development of the partners. However, the so called "Swedish Model" is widely appreciated, especially the working methods by Lantmäteriet which are appreciated by the cooperating partners in this project as well as acclaimed in other countries in the region and since the experts have experience from other authorities and the project is able to bring in regional experts from its network.

The interaction with the World Bank funded project and the cross-fertilization in the project management teams makes the coordination and the collaboration between the projects both easy and efficient. Both projects have project offices and staff in both institutions, the relationship between the project teams seems effective and in-formal, in addition to the formal planning meetings between the two project management teams.

The Swedish strategy for the cooperation when the CILAP project started was governed by the Country Strategy 2011-2014, with the overall objective to support a democratic, equitable and sustainable development to support the integration with EU. Since then a new result strategy has been put in place for the period 2014-2020.³⁸ For the Western Balkans this strategy is built on three main result areas:

- Enhanced economic integration with the EU and development of market economy
- Strengthened democracy, greater respect for human rights and more developed state under the rule of law
 - Focusing on strengthening public administration and judicial systems
 - Focusing on increased enjoyment of human rights and greater opportunities to exercise democratic influence.
- A better environment, reduced climate impact, and enhanced resilience to environmental impact and climate change.

In reference to the result strategy the support to CILAP is in a general sense in coherence with these principles.

- A well functioning land and property market is one of the key elements in building a market economy in a country and the project has as its objective to contribute to economic and social development and the EU accession. Well managed and properly working institutions contribute to reduced corruption, property protection, and improved business climate.
- It strengthen the two geodetic authorities by capacity building of the organization , developing human resource programmes, and introduces new services in land management and administration.
- It contributes to the development of democracy and rule of law, and human rights by establishing property rights, laws and regulations in connection with registration and transparency of data.
- The exchange of experiences and approach to creating new services in the land management sector by including regional experiences and experts contributes to bringing the countries together.

³⁸ Result strategy for Sweden's reform cooperation with Eastern Europe, the Western Balkans and Turkey

Conclusion: The project is considered relevant in regards to the result strategy for Swedish support to the Western Balkans and the needs and priorities of the targets groups. However, though the project is relevant for some parts of the Swedish strategy its relevance to its contribution to gender equality, corruption prevention, and environmental³⁹ issues are not very well established. The progress reports of the project have not elaborated on these issues.

The project design is also regarded as relevant and this has also been attested by both the management and the participating staff in the working groups. In particular the integration of working teams from both GA's has been mentioned as value-adding, the sharing of experience and also establishing a closer connection between the two GA's.

The use of Lantmäteriet seems both appropriate and relevant in this context, the regional experience, the ability to bring in regional experts, the high confidence from the partners attest to its relevance.

4.2.2 Project Effectiveness

The development objective of the project is stated as to *“Through an efficient land administration contribute to economic and social development, a viable land market sustainable land use, and the EU accession”* and the project objective is stated as *“An efficient, secure and reliable land administration system established”*.

The assessment of the various project components, as described previously, give evidence that the Swedish cooperation and the twinning arrangement with Landmäteriet is making contributions to changes in the land administration sector in Bosnia and Herzegovina. The project is defined as a capacity building project which inherently implies that effects of the interventions will take some time to be visible and measureable. The review takes place about two years after the project started with the inception phase which must be regarded as a short period of time to measure institutional change or capacity building of staff.

Nonetheless, some of the components in the project are more technically oriented and progress is more notable in those and in project component which address more of institutional change and internal capacity building progress appear to be less noticeable. Deliverables are clear in all components but the contribution of the deliverables is not in all cases clearly connected with outcomes and effect in the project.

³⁹ Gender and Corruption is presented later in the section for cross-cutting issues.

The project has initiated processes that will contribute to strengthen the management capabilities through a strategic outlook in the development of the communication strategies and the strategic plan in FGA. The discussions in terms of Human Resources and HR capabilities have resulted in the formation of an HR department at RGA. This strategic outlook appears to be prevailing more at the managerial level than on a departmental level.

The legislative framework has been strengthened by finalizing the Law in Survey and Registration of Real Estate which unfortunately have not been adopted by the authorities as of yet. This legislation is important for the progress of the RERP to move forward and make the necessary changes in land administration of FBiH. Further contributions have been the development of the “Handbook of best practises in the work of land registry Offices”⁴⁰ and as well as the regarding property rights and the round table discussion regarding its implication. This output will when it comes into effect contribute to the exchange of experience and standardization of methodology and practise between the two entities of BiH. The establishment of the geodetic network was an accomplishment of the previous World Bank project and by continuing the development of the CORS network it is making significant improvement to the services of the networks of both GA’s. The accomplishment through the gravimetric measurements has provided the prerequisites for the determination of a Geoid and also preparation to the connection to the European system ETRS89.

In the field of land administration business processes progress has been made especially in the area address registry where the pilot project in Citluk have demonstrated success and provide the further development of the Address register with valuable experience. This project is now awaiting the final customization of the application and the pilot project in RS as well as the implementation in the Tesanj municipality in the Herzegovina-Neretva canton.

The project regarding land and property valuation is making progress in establishing the Sales Price register. Two pilot projects have been successfully accomplished and both the FGA and RGA have compiled its experiences comprehensive reports. Technical specifications for the application are under development and tendering of the software development is expected in September. The next step is for the management of the GA’s and the project team need to address is solving the issue of jurisdiction with the Tax Authorities and make proper legislative amendments.

⁴⁰ Translation of the title: Najbolja Praksa U Radu Zemljišnoknjižnih Ureda U Federaciji BiH Kod Procesa Zamjene Ili Uspostave Zemljišne Knjige

The ICT component has delivered updated ICT strategies, one for FGA and one for RGA. This output will be important for addressing the support to ICT sector for each institution. This was joint effort between CILAP and the Norwegian project.

The project contribution to the establishment of digital archiving has made use of regional experience to move the project forward. The working groups have made considerable progress and the documentation for tendering of the application software is almost ready.

Conclusion: As stated in the beginning of this section the project has contributed to the changes in the GA's as well as in the land administration in general. The tangible outcomes so far in the project is the result of the pilot project of the Address Register and the proposed law on survey and registration real estate and the handbook of best practises in the work of Land Registry Offices. Other outputs are the communication strategies in both GA's, the achievements of establishing absolute and relative gravity points, the pilot projects for the Sales Price register, ITC-strategies for both GA's and the implementation strategy and technical specifications for the digital archives. However, these outputs have yet to produce an immediate effect or change in the organisations but are expected to produce tangible outcomes later in the project.

The pilot project in the municipality of Citluk have meant that the administration have a new tool which have improved their effectiveness in some areas. The new law may not readily qualify as an outcome; however the anticipation of it being passed has been driving the project forward. In all of the components outputs have been achieved in varying degrees as stated in the findings and above. As always it is difficult to assess the effects of the output from activities in a capacity building project in the short-term. For instance, the outcome and effects of the communications strategies will not be visible until the strategies have been operationalized. The same can be said of the work in the geodetic field of gravimetric measurements. However, the achievements so far is visible in all the components as a direct result of the Swedish support even if they have not yet produce any tangible effects.

4.2.3 Project Efficiency

The assessment of project efficiency is usually defined as the extent to which the cost of a development intervention can be justified by its result, taking alternatives into account.

One challenge in assessing efficiency is how to value the different project component outputs in relation to the financial input. In many cases there is no measurable output or outcome that can be valued in economical terms. One way of assessing the efficiency of the project is to review the resource consumption in relation to the activities performed and form an opinion on the extent they seem reasonable considering the character of the activity.

In this case the aggregate budget as well as consumption of 2013 -2014 will be used to make an assessment of the efficiency. The following are some observations based on the spending and results:

- In 2013 there was a surplus of almost 1 MSEK (11%). This would give reason to believe in a certain over-financing. However, in 2013 there were some activities that were not implemented in component 2, but this only account for 0.2 MSEK. Component 4 (Geodetic infrastructure) was 23% (0.2MSEK) under budget and component 5 (Business processes) was 12% (0.3 MSEK) under budget. This surplus was mainly for reimbursable (0.44 MSEK) and equipment (0.36 MSEK). One could explain this as due to the late start of the RERP, however both component 4 and component 5 started their activities early in 2013 and it would seem as if the surplus is a result of a cost-effective implementation and perhaps a delay in procurement of equipment.
- The surplus from 2013 was brought forward into the budget for 2014, making the budget a total of almost 10 MSEK and at the end of the year 1.1 MSEK was left over unspent. Most components stayed more or less within their budgeted amount, with two main exceptions, component 3 (Legislation) left 25% unspent and component 5 (Address Register and property valuation) left 19% (800 000 SEK) unspent. Whether component 5 was over-budgeted or there was a delay in the implementation is difficult to determine, but most of the surplus in component 5 comes from fees and some equipment for pilot projects.
- On an aggregated level for the two years (2013-2014) it is again component 3 and 5 that stand out, other components are surprisingly close to the budgets. The surplus for 2014 was 1.1 MSEK, which would indicate that the costs were very close to the original budget as almost 1 MSEK was brought over from 2013. The surplus was almost equally divided between fees, reimbursable and equipment. Component 5 were under spending both in 2013 and 2014, this could be a warning flag for less absorption capacity leading to slower progress.
- There was a slight overspending in the area of ICT and Digital archives. The output in the area of digital archives probably justifies this. The activities in the ICT area as reported in the progress report were partly financed by the Norwegian project (ICT strategies) and other activities were the intranet workshops.
- The expenditures for component 1 and 2 for 2013/2014 was a total of 3.3 MSEK making them the second largest budget item after the address register and the Sales Price Register (5.7 MSEK). The budget for 2015 in the work

plan is 1.2 MSEK which is close to the actual spending in 2014. This will result in a combined spending in 2013-2015 for component 1 and 2 of 4.5 MSEK (17.2 %) still the second largest expense (not counting project management)⁴¹ The spending for these components have been reduced by one third compared to the plan in the inception report (-2.4 MSEK). The activities in these two components are almost strictly capacity building, staff training, and other activities which to some extent does not produce easily identifiable tangible output or outcomes. The reported outcome is relatively weak and judging from the reported output the effectiveness is not all that clear. The problem in determining the efficiency for component 1&2 is relating the cost to the output/outcome. As has been described above, the most tangible output/outcomes are the communication strategies, but there have been other activities that most likely will be instrumental for the implementation in other components. If the input is put in relation to the implemented activities it shows that 6 study visits (71 people) and 12 workshops were organized 2013/2014 this may not be unreasonable. The annual report 2014 lists a number of qualitative outputs as a result of this intervention where the effect is not verifiable. The project management is advised to observe this and to find means to strengthen the reporting of the qualitative output of these activities. This is further elaborated in section below.

- By the end of 2014 there was 9,4 MSEK (40%) of the entire project budget unspent (40 % fees and 36% reimbursable). The actual spending in 2013 and 2014 was 7.7 and 8.9 MSEK respectively and if nothing significant take place in 2015 it would be safe to assume that that the planned activities would use the available funds.
- The budget for 2015 has made some redistribution. Almost 600 000 SEK has been transferred from fees to reimbursable, extra funding has been added to component 5 giving it a budget of 3.6 MSEK which is understandable given the plans for 2015. Component 4 is at a seemingly low level considering the ambitions in upgrading the geodetic network.
- The project management is the third largest budget item with 24.7 % of the total budget, which comparable to other large land administration projects, e.g. the capacity building project in Georgia.

It is difficult to determine if the Swedish resources have been put to use efficiently. In many cases the project has made use of local or regional resources where these have been available. Specifically in component 3 – Legislation, component 4 – Geodetic

⁴¹ In the budget presented in the Inception Report Component 1 and 2 was combined 26 % (6.8 MSEK) of the total budget.

infrastructure, and component 5 for the Sales Price Register as well as for ICT-strategies and the digital archive specifications. The absorption capacity of the GA's does not appear to be a problem, in the annual follow-up through a questionnaire all respondents agree that the pace is acceptable. During the interviews only the geodetic component and the IT-component responded that it at times could be a high workload, but also mentioned that it is acceptable and not too much pressure. The general timing of support appears to be appropriate in relation to the other components and to other external factors. The internal overlap between the components is very little except for the ICT- department which supports the geodetic developments, the address registry, the sales price registry, and the digital archiving.

In **conclusion** it can be viewed that the efficiency of the project is good, the under spending does not seem to be a sign of problems in the absorption capacity except for a small warning sign regarding component 5. It is also difficult to determine if there would be other means that would be more cost effective. The study visits to Sweden are in most cases relevant and in other cases the project organises visits to neighbouring countries with similar transitional economy and land management experience. The main issue in determining the efficiency is related to the components for organizational development where tangible outcomes are less evident and intangible output and implemented activities justifies the used resources.

4.2.4 Project sustainability

A project is sustainable when it continues to deliver benefits to the project beneficiaries and/or other stakeholders for an extended period after the financial support has been terminated. The project sustainability includes internal factors as quality of project planning, project ownership, resources for continuation, leadership etc. The external factors can be related mainly to the institutional support and support from the national authorities.

The level of ownership within the institution is very strong and one of the reasons for this is probably the project design with working teams in both GA's with component leaders. There is a close dialogue with the project management of the activities to be implemented, when and how. The commitment inside the GA's is also strong, top management is included in virtually all the component working groups, project management team and the steering committee. The annual quality follow-up with the component leaders confirms their satisfaction with the capacity building and 17 out of 20 are completely satisfied with the output.

The project design have two very important features, one is that the GA in the FBiH as well as the GA in the RS share the same project and the same project objectives, and secondly that the project has been organized in components and working teams. Having one project for both organizations is adding value for both organizations despite the fact that they are of different size and structure. The exchange of experiences and implementing the same or similar activities in both entities contributes to a state

harmonization in the land administration and will most likely result in a stronger co-operation also after the project is discontinued. No real negative effects have been noticed in this regard, the top management in both organizations regards this as a fruitful cross-fertilization.

The design of the project organisation in having component leaders and working teams appear to create a sense of ownership as the working teams are involved in the implementation and to a large extent is responsible for the implementation through the component leader. In most cases the working teams from both FGA and RGA meet and discuss during workshops and find common solutions. In some cases each organization develops strategies and plans which are customized for their own organizations. Both organizations learn from each other. No negative effects have been communicated in this regard.

It is most likely that the close cooperation between FGS and RGA will continue even after the project is finished and this bond will help the results from the project to be sustainable since there is a vested interest from both organisations.

The above can ensure the sustainability of the project at the mid-term of the project and from the view of the participants. The sustainability of the project achievements is another issue. At this point in time achieving the outcome and impact that is expected from the funding of the project is imperative for the sustainability. The process of address register and the sales register would probably not be sustainable if funding is not available and this probably is true for many of the other activities as well. The outcomes of the project components have not reached a stage where the project activities would be able to continue on their own.

4.2.5 Cross-cutting issues

Gender

The Constitution of Bosnia and Herzegovina explicitly prohibits all direct or indirect discrimination, whether on the grounds of sex, race, language, politics, religion or national or social origin. The country ratified the European Convention on Human Rights in September 2003.

Current Regulations of Federation of Bosnia and Herzegovina treats men and women equally in all judicial and administrative proceedings.

Women's right to adequate housing and land, as an inalienable, integral and indivisible component of all human rights, has been recognized, implicitly and explicitly in a range of international and regional human rights instruments. Women's human right to adequate housing and land needs to be understood in terms of its entitlements. This means that women enjoy the inalienable and equal right to own, access, use, manage, and control land, housing and property.

This includes the right to legal security of tenure, which is the right to own, lease, rent, mortgage or dwell on land, housing and property, and the right not to be forcibly evicted. Furthermore, it holds that women have a right to take decisions on how housing and land resources should be used, including whether it can be leased out, mortgaged, or sold.

There is no legal discrimination against women in regard to access to land or access to property other than land, but tradition generally favours men over women in these areas. The government has established programs to help women independently manage small and medium enterprises, whether newly created or already in operation.

Women have the same ownership rights as men, and any assets can be individually or jointly owned. Assets owned by a spouse prior to marriage remain his or her individual property, but those acquired during the marriage are considered co-ownership. If nothing is agreed, the assets acquired during the marriage are treated in accordance with legal presumption (assumption), in which the spouses are co-owners of marital assets with equal share.

The main gender issue of importance is the traditional way of handling family property in mainly rural areas. While women's property rights are legally protected, tradition frequently favours male inheritance of property. According to the Social Analysis prepared for the Land Registration Project in 2005, ownership of property is traditionally registered to male family members. Female headed households have become more common but there is no indication that this is leading to an increase in registration of women's property rights.⁴² Therefore there is a need to attend to the question of information to especially women on their constitutional rights.

In 2003, the Law on Gender Equality was adopted at State level. Among others, this Law prescribes that all statistical data and records collected, recorded and processed in state bodies at all levels, public services and institutions, state and private corporations and other entities must be gender disaggregated. In matter of real property, the cadastre records, the land registries and the collections of deposited contracts are the official sources of information. Unfortunately, available registers are mostly still in hard copy or even sometimes not existing, so that a fully reliable statistics is nowadays almost impossible to be drawn.

⁴² Assessing Land Administration Project's Gender impacts in the Western Balkans, Country Case Studies: Albania, Bosnia-Herzegovina and Montenegro, Victoria Stanley and Samantha Di Martino, 2012.

The project document and the inception report does not elaborate much on the gender issue other than it refers to the legislation and notes that the gender issue will be integrated in all project activities, all project activities will be organised so both men and women can participate, methodologies elaborated will be analyzed also from a gender perspective and the project will keep gender segregated statistics on participation in training programmes, study visits etc. Also, educational seminars regarding gender issues will be organized during the project and planning of training and selection of members in the working teams will be done with the aim to provide women and men equal opportunities to participate in project activities. Other than that gender issues does not take a forefront in the project. There are no specific targeted measures. The log frame includes one indicator for monitoring of gender aspects, i.e. Number of female and male in the leading positions. No regular reporting has taken place in any progress report. There is no target expressed for the indicators. However, the project has been maintaining statistics on the participation of men and women in all the implemented activities.⁴³

In the work and time plan for 2013 a four day workshop was planned for Corruption and gender awareness. This was not implemented but a one day seminar at Sida was organized during a study visit to Sweden. In component 2 it specifically says that training programmes will be held and to include staff from various institutions in the topics of gender awareness and corruption prevention.

The progress report 2014 and 2013 shows that the internal training of employees in both authorities during 2013-2014 have been a total 210 people of which 71 (34 %) has been female and 139 (66 %) men. The female to men ratio in the land registry and cadastre sector in FBiH is 46 % female and 54 % men and in RGA it is 62 % female and 38 % men. In the RERP project gender disaggregated data on land and real estate ownership in FBiH will be monitored every calendar year and a baseline exists from February 2014. At that time there were 1.13 million owners and co-owners whose valid ID numbers have been entered. Out of these 29 % of active owners are female, 49 % are male and 22 % are legal entities.

Conclusion: Although specified in the proposal, gender has not been mainstreamed in the project. Gender related activities has not been subject to substantial or concrete activities and not reported on. With regards to gender disaggregated data, it is difficult to assess the success of women's participation, considering the log frame does not present targets for this.

⁴³ Statistics are presented in annex 4.

Environment

In the project document and in the inception reports it is stated that the project activities will not have any special impact on the environment. The project results in form of more accessible and reliable information on land use and land rights will open possibilities for further development and implementation.

Corruption

Bosnia Herzegovina is on the 80th place out of 175 on the transparency International Corruption perception list. The list places Croatia at number 61, Serbia at 78, and Slovenia at 39. The government has aimed at containing corruption by enacting laws and increasing transparency. One example of this is the digitisation of files which will speed up the property registration process and make records more transparent.

The inception report notes that one of the land administrations goals is to fight corruption. Corruption may exist in the land administration sector, mainly connected to cumbersome procedures and non-reliable information. The project will attend to this through improved access to more reliable information and development of transparent procedures. In all aspects transparent institutions is a way to prevent corruption. Transparency should apply to decisions regarding registration in the registers, correction of registers and decisions as result of supervision inspections. All these documents should be available and accessible to the public at the institution that issues the document. These documents as well as other documents, applications for registration etc should be noted in a diary at the institution in question.

The inception report also notes that under the project, educational seminars for the staff will be organized to raise awareness on risks for corruption and to prevent possibilities for corruption.

So far in the project no seminar or workshop have been organised for the staff in either FGA or RGA the raise awareness of the risk for corruption, as noted under the gender section, a workshop was planned already in 2013. For reasons unknown to the evaluation it was substituted with a one-day workshop at Sida Stockholm.

Conclusion: Cross-cutting issues have not been mainstreamed during the project implementation and it could be noted that the component 2 in the inception report specifies that training programmes will be designed with topics such as corruption prevention and gender awareness as well as being part of the expected qualitative outcome.. The Progress Reports does not have any summary of cross-cutting mainstreaming within the other activities and any intended or unintended mainstreaming during workshops has not been possible to verify during the evaluation. The attention to cross-cutting issues is not intended to be a major part of the capacity building in CILAP and it is understandable that focus has been concentrated elsewhere; however attention to gender equality and corruption prevention has been and will continue to

be important to Swedish development cooperation⁴⁴ and the result strategies for Western Balkan.

4.2.6 Project Monitoring and Evaluation

The steering documents for the project are weak which can pose a problem to the effectiveness. The main steering documents consist of a Project Document (2012), Inception Report (2013), Annual Work and Time Plans, Annual and Semi-Annual Progress Reports, and Terms of Reference for visiting experts. The main weakness is the link between the Project Document, the Inception Report and the Progress Reports. The weakness lies with the progress reports which do not link up with the planned activities and indicators in the inception report and also the annual work and time plans.

The progress report describes the progress in a narrative way and a more result-based approach giving attention to output, outcome and effect would add more value to the reporting and planning of the project. In a protocol from a steering committee meeting this was commented upon by the representatives from Sida calling for a summary of achieved result and fulfilment of indicators according to the project document and the inception report, a listing of workshops, seminars and other activities.⁴⁵ There is also a lack of reporting on changes in plans in relation to the work and time plan for the reporting period, problems encountered, updated risk assessment. Activities in the work plan for 2014 were changed in some components during the year, both in contents and when implemented. The progress report would benefit from having a summation of changes in plan during the year. The modification of the objectives and/or activities is a usual practice in a changing environment but it requires careful documenting of the reasons for such changes.

The draft for the new project period indicates an approach to a more result-based document. Inclusion of SMART⁴⁶ goals, deliverables and milestones for deliverables would be helpful for future monitoring and evaluation. The current set of 28 indicators needs to be revisited. Some of the indicators appear not dependent of the outcome of the CILAP project. There are a few indicators being the same as for the RERP which relevant if it is verifiable to what extent the outcome of CILAP contributes to the fulfilment.

⁴⁴ Results strategy for Sweden's reform cooperation with Eastern Balkan, The Western Balkans and Turkey 2014-2020, Ministry of Foreign Affairs, Sweden.

⁴⁵ Steering Committee meeting, December 2014

⁴⁶ Specific, Measurable, Attainable, Realistic, and Timebound

5 Reflections and lessons learned

Some of the capacity building areas in particularly component 1 and component 2 is not exactly within the core area of the expertise of Lantmäteriet and as the capacity building reach new levels it may require Lantmäteriet to acquire expertise outside of its own organisation.

UN-FIG and UNECE-WPLA are two important networks for the land administration. There is nothing mentioned in the Annual Progress reports on participation in these meetings. It is suggested that the project consider supporting this.

There seem to be a need for more careful baseline studies and/or better analysis of risks and assumptions at the project preparation stage to reduce the impact. The identification and assessment of risks and mitigation could be reported on in the annual reporting.

The relatively infrequent visits of the experts, mainly engaged in seminars and workshops with seemingly little involvement in the on-going change process may reduce the effectiveness of the project and may have contributed to a less outcome driven process. Components where experts have been involved more frequently and also participated in the field or in a “on-the-job” training approach appear to have produced more tangible output/outcomes while in other components such as the organizational development (component 1 and 2) and perhaps also component 6 the output/outcomes are less visible. However, component 6 is also an example of output/outcome driven approach in the development of the ITC-strategy. This observation is more a reflection than a verifiable finding and should be treated as such.

There is very little discussion in the inception report, work plans and progress reports on the Theory of Change being applied. It would be beneficial to elaborate on a theory of change for the project and in particular how acquired knowledge from the workshops and study visits will be disseminated into the organisations to achieve a multiplying effect of the capacity building. A theory of change explains the process of change by outlining the linkages in an intervention, i.e. how to achieve the outcomes and effects in a desired change process. It explains how certain activities would lead up to a desired change process and organizational development. The outcomes in a theory of change are coupled with indicators that facilitate measurement and make the outcomes understandable in concrete and measurable terms. For example, the inception report outlines activities, outputs, and indicators for each component. The linkages between these could be stronger to more clearly demonstrate how the activities contribute to the desired change and/or capacity building. Multiplying effect will be achieved when the trained staff will use the knowledge gained in a workshop in fur-

ther development of procedures and approaches to the benefit of others in the organization.

The project activities, organization of the seminars and study visit appear to demand driven to a large extent since the agenda appear to some extent be set by the host organisation, reflecting their needs. This may result in less coherence in the capacity building process. This could happen in the components that do not have a very clearly specified technical change process, such as component 1 and 2, component 5 and component 6. One example of this is the implementation of the project steering and management workshops in component 5 in 2014. The need for these workshops may be undisputable, but to what extent did it fulfil the objective of component 5?

Despite some of the weak points that have been addressed in this report the project has achieved substantial progress towards the expected outcome. This has already been reported on in the findings section. The achievements within the project are due to several contributing factors. Having a strong local project organisation is one factor. The project has two project offices, one in each organization, staffed with a resident Project Director, resident Technical Advisor and two Project Assistants. All of the project staff speaks the local language. This makes the coordination of the project much more effective than if the project should be coordinated from Lantmäteriet in Sweden. This set-up also links the project office with the PIU of the RERP project as well for ease of communication and coordination.

Another factor is most probably the set-up of internal project teams in each organisation for each component where the component leaders coordinate activities with the CILAP project office. This has been described previously in this report. Thirdly, the directors of both RGA and FGA have expressed satisfaction with the approach of Lantmäteriet and the experts from Lantmäteriet are highly appreciated both in regards to their expertise but also in their approach. The management of both GA's have related to previous projects in Land administration in BiH where the relationship between the implementer and the GA's did not work so well. One additional factor is that the project seems to be well tailored to the immediate capacity building needs of both FGA and RGA.

6 Recommendations

At the moment most of the capacity building processes reached a stage where output and outcome is near to be realized. It is recommended that the Embassy continue the support to the project.

During the project preparation for the next cooperation phase is recommended to take a more result based approach in planning the intervention taking into account the result chain, giving more focus to outputs, outcomes and results. This should also be reflected in the periodical reporting. A greater emphasis should be given on reporting on the indicators. There is also a need to link the implemented activities with the planned activities to be able to measure the progress as discussed in the previous section as theory of change.

It is recommended that the project identify output/outcomes more clearly in the component for organizational development in the next phase and coming annual reports. As discussed previously in this report the annual reports are very activity based in describing the output of the components and this is very apparent in relation to the organizational development, i.e. component 1 and 2. The inception report presents a structure of activities, outputs, qualitative outcomes and indicators. This structure could also be complimented with expected deliverables and timetables in the annual work plans. The nature of organizational development makes it a challenge to identify a clear linkage from an activity to an outcome. But mostly the purpose of an activity is to introduce a process of change and these are usually measurable either qualitative or quantitative and could be linked with the expected outcome. Using this structure in the reporting would provide a clearer view how the activities are linked to the expected output and achieved outcomes and it would probably also provide a better linkage between the work plans and the expected outcomes.

Considering the size of this project it could benefit from having a monitoring consultant engaged by Sida to visit the project perhaps two times per year in connection with the steering committee meetings and assist in the follow-up and in setting timetables, deliverables, smart goals, and milestones in the project. This would give the donor better control and insight into the progress of the project.

Cross-cutting issues need to be taken into account already at the project design stage to make sure that the issues are taken seriously by the implementing partners. These issues should also be included in results framework to ensure that outcome is being reported in the reporting procedures. With regards to gender, it would be helpful if a gender analysis is conducted to see where specific targeted measures might be appropriate, in relation to overall project objectives. Gender focused activities could also be coordinated together with the Gender Centre of FBiH and the Gender Centre of Republika Srpska. A study in 2012 was assessing land administration project's gender

impacts in the Western Balkans which includes a number of different observations and recommendations.⁴⁷ Corruption issues could be discussed and coordinated with Transparency International. The TI usually keeps a close look at property right and rights violations. The Spatial Data Infrastructure is the enabling platform that supports the integration of environmental data as a prerequisite for sustainable development.

Improve the participation of the private sector in the project, for example real estate agents and notaries for the sales price registry and mass valuation. Project participants from public authorities, organisations and the private sector can provide important user input and probably have a lot of motivation to participate.

⁴⁷ Assessing Land Administration Project's Gender impacts in the Western Balkans, Country Case Studies: Albania, Bosnia-Herzegovina and Montenegro, Victoria Stanley and Samantha Di Martino, 2012

Annex 1 – ToR

Terms of Reference: Review of the Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina (CILAP project)

Date: March 5, 2015

1. Background

It is widely recognized that strengthening poor people's land rights and reducing barriers to land transactions generates a wide range of social and economic benefits that contribute to development and poverty alleviation. Effective property rights systems embedded in national legislation is a prerequisite for economic development, land and housing development, efficient land markets and sustainable natural resources management. In recognition of the above Sweden has for a number of years supported land administration sector reform in the Western Balkans (Bosnia Herzegovina, Serbia and prior to that Croatia). The assistance has been provided as capacity building interventions linked to wider World Bank engagements aimed at fundamentally reforming the sector. Swedish funding is used strategically to build the necessary national capacity to participate in and facilitate the overall reform through the development of capacity within the key institutions.

The project “Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina - CILAP”, was established to support the Real Estate Registration Project (RERP), a World Bank (WB) funded project (2013-2018) aimed to support development of land administration in the Bosnia and Herzegovina (BiH).

Strengthening of the land administration system in Bosnia and Herzegovina (BH) is high on the BiH reform agenda, the success of which has broad implications on secure tenure rights, an efficient property market, the European Union (EU) accession and consequently to the overall economic and social development and growth.

While the WB - RERP has focus on technical aspects, the CILAP is more oriented on the institutional parts, like strengthening the capacity within involved organizations, knowledge transfer, educational issues and how to secure access to well-trained human resources on long term. Furthermore, the CILAP also includes legal reviews, archiving issues of land documents and improved land administration business processes.

The current project has the objective to establish an efficient, secure and reliable land administration system in BiH through the eight components and two subcomponents:

1. The strengthen of the land administration organization,

2. Development of human resource program,
3. Development of legislation,
4. Development of Geodetic Infrastructure and methods,
5. Improvement of land administration business processes,
- 5.1 Building the address register within one organizational unit responsible for real estate registration,
- 5.2 Study of Land and Property Valuation,
6. Support to establishment of ICT in land administration,
7. Establishment of digital archive and integration in the business processes,
8. Project management.

Cooperation with the related projects, the RERP funded by the World Bank and the project „Public Services for the Real Estate Market and European Integrations”, contribution of Norwegian government through Kartverket (the Norwegian Mapping Authority) is ongoing with harmonization of activities taking place within the regular Donor coordination meetings.

2. Objectives of the Assignment

The purpose of the assignment is to provide Embassy of Sweden with information and knowledge regarding the outcome and effects of the CILAP project achieved during the first two and a half years of implementation out of initially planned six years. Although the CILAP project was designed and approved for six years period and consequently has long term outcomes, Sweden committed financing for only three years in duration, due to the absence of a Government-approved Strategy. Therefore, it was agreed that once a new Strategy had been approved, CILAP would apply for a prolongation, which would correspond to the World Bank RERP project period. The current CILAP activity schedule expires in December 2015, and the project is developing a new financial proposal which should be near finalized by May 2015.

The evaluation report will contribute to the strategic decision making within Embassy of Sweden/Sida concerning continuation of CILAP land administration project (2016-2019), both in terms of intervention logic, content and co-operation arrangements.

Furthermore, the aim of the assignment is to establish, the outcome and the effects of the Swedish funded project rather than the entire sector reform. However, both direct and indirect effects of the Swedish funded project need to be considered.

The evaluations shall follow the basic principles contained in Sida's Evaluation Manual (Looking Back, Moving Forward, Sida, 2004). The evaluation contract will be managed by Embassy of Sweden in Sarajevo using Sida Result Framework Agreements.

3. Scope of work

The consultants shall:

- 1) Assess the performance of the project in relation to stated objectives. What is the outcome and what are the effects of the project? Is it possible to relate any visible improvements and achievements directly to the Swedish support?
- 2) Assess the relevance of the project design chosen with the Sweden funded project complementing a World Bank funded sector reform programme. Is the approach still relevant? What are the lessons learnt from the project in this respect? What collaboration and co-ordination arrangements were applied and how well did they function?
- 3) Establish the extent to which the steering documents for the Sweden-funded project contain sufficient detail in terms of specific activities to be undertaken, targets and sources of verification? Have monitoring and evaluation mechanisms established by the World Bank project provided any particular information regarding the capacity building efforts?
- 4) Assess whether the Swedish resources have been utilized efficiently? Were the system and sequence of technical assistance provision appropriate when taking into account the absorption capacity of the recipients? Was the timing of the support appropriate given the progress made in the overall reform? Would alternative approaches and methods have been more cost-effective?
- 5) Assess the relevance and appropriateness of having a Swedish institutional partner delivering the support? What were the advantages and disadvantages of the solution chosen? What have been the particular relevance or value-added of the “Swedish model”? Have the experts engaged by Lantmäteriet conveyed experiences and lessons learnt from other countries in transition?
- 6) To the extent possible, comment on prospects on achieving a level of ownership and sustainability of the capacity building interventions funded by Sweden.
- 7) Establish the extent to which cross-cutting issues (gender equality, environment) have been considered during project implementation?

4. Methodology

The evaluation will be conducted in a participatory manner that allows for the main project partners to comment on both the terms of references and the draft conclusions of the evaluation. The consultants will review all relevant documentation including decision-memos and agreements, project steering documents, periodic reports as well as technical reports of relevance for the evaluation assignment. Interviews shall be conducted with representatives of the relevant organization in BiH (geodetic authorities in both Entities of BiH), Lantmäteriet, the Swedish Embassy, and other donors. To the extent possible, with a view to the short field mission, interviews could also cover other relevant organizations such as private surveyors, real estate agents, etc.

Considering that the capacity building projects are linked to the sector reform efforts supported by the World Bank (and other donors) it is worthwhile that the consultants familiarize themselves with the content, implementation arrangements and progress of these projects. The staff of the PIU should be included in the list of persons to be interviewed. Likewise, any data or reports of relevance from the World Bank programme monitoring and evaluation system should be reviewed and assessed.

One field visit to BIH shall be undertaken by the consultant. At the end of the field visit the consultant shall present the preliminary findings at a meeting with the Swedish Embassy and, if feasible and appropriate, representatives of the institutions directly involved in the respective project.

5. Timeframe, reporting

The evaluation of the project as well as the field mission is expected to take place during May/June 2015.

Activity	Timeframe
Preparatory activities (e.g. methodology, review design and work plan) based upon desk study of project documentation	Home 3 days
Field visits and interviews with partners	7 days, BiH
Preparation of the evaluation report	Home 4 days

The consultant must have relevant academic education, documented experience of working with and/or reviewing donor (preferably Sida) support to land administration and governance issues including gender mainstreaming, experience of having conducted at least two similar assignments, and very good knowledge of English.

The evaluators must be independent of the evaluated activities and have no stake in the outcome of the evaluation.

The key product expected from the evaluation is a comprehensive analytical report in English that should, at least, include the following contents:

1. Executive summary
2. Information about the Evaluation/Project
3. Description of the methodology
4. Findings from the Evaluation
5. Lessons Learned
6. Conclusions and recommendations.
7. Annexes: field visits, people interviewed, documents reviewed, etc.

The draft report should be submitted in to the Embassy by June 5. Following comments, the report should be finalized by end June 2015.

Annex 2 - List of documents

Agreement on the twinning cooperation, Sida
Aide memoire-response to LAC, Sida
Annual Progress Report 2013, CILAP
Annual Progress Report 2014, CILAP
Annual Work and Time plan for 2013, CILAP
Annual Work and Time plan for 2014, CILAP
Annual Work and Time plan for 2015, CILAP
Appendix E LFA 2013-2019, CILAP
Appendix F Risk analysis, CILAP
ARKEN white paper - The creation of a Digital Archive (CILAP), Lantmäteriet
Assessing Land Administration Project's Gender impacts in the Western Balkans,
Country Case Studies: Albania, Bosnia-Herzegovina and Montenegro, Victoria Stanley and Samantha Di Martino, 2012
Audit report for 2014, KPMG
CILAP Training Plan_2013-2015
CILAP-documents in Antura
Consultants per activities
Contribution Agreement, Sida
Digital Archive Strategy, RGA RS
Digital Archive Inception Report, Prof. Zdravko Galic, PhD, 12/19/2014
Draft Proposal CILAP 2016-2019 ver 0
Draft Communication Strategy FGA
Evaluation of the training questionnaire -2013
Evaluation of the training questionnaire 2014
FBiH Real Estate Registration Project Q4 2014
FGA: IT-Strategy, September 2014F
FGU Strategic Plan for three years, FGA 2014
Final report Relative Gravity Campaign, Prof. dr Miroslav Starčević, Nov 2014
Gender structure RGA
Handbook Best practice Establishment and maintenance of Local Registration
Inception report CILAP, 2013
Management letter for audit_KPMG 2014
Minutes of the Steering committee meeting May 2013
Minutes of the Steering committee meeting, Nov 2013
Minutes of the Steering committee meeting Dec 2014

Mission Report BAL1-4-2_BiH_2013-10-0121_Gravity_measurements_report,_Andreas_E
 Mission Report BAL1_5-2-3_Banja Luka_2014-04-01-03, Ulrika, Annelie & Tobias
 Mission Report BAL1-7-5A6 Digital Archive Work plan GAFBH v0 1 2014-05-16
 Mission Report BAL1_1_1 Report_Bosnia_april2013
 Mission Report BAL1_1_3_Report_Bosnia_Nov 2013_06
 Mission Report BAL1-7-5A7 GA Project plan 2014-06-03
 Mission Report BAL1_4-5_Sarajevo_20150127-29_PresentationGeoid_Jonas_Å
 Mission Report BAL1_6-7_Banja Luka 2014-04-14-15_ICT-architecture, Tobias L
 Mission Report BAL1_5-3-13_Sarajevo_2015-02-16-20_Dusan_M_Marija_R
 Mission Report BAL1_6-10_Sarajevo_2015-02-16-20_ICT-Web Services, Tobias L
 Mission Report BAL1_3-1_Banja Luka_2013-11-18-22_Tomas Ö & Kristin L
 Mission Report BAL1_5-2-2_Banja Luka_2013-10-21-24
 Mission Report BAL1_1-5_Trebinje_2014-05-26-29, Lennart W
 Mission Report BAL1_5-1-3_Trebinje, 2014-05-27-29, Kent N
 Mission Report BAL1_2-5_Jahorina_2014-10-27-29, Anna HB & Gunilla T
 PAD RERP Project Appraisal Document
 Project document CILAP 2012
 Regional Strategy for Reform Cooperation with Eastern Europe, Western Balkans and Turkey 2014-2020, Sida 2014
 RERP Implementation Support Mission, November 2014 AM
 Result Based Framework CILAP 2016-2019 exemple
 RGA Implementation plan Sale Price register RS
 RGA RS Communication Strategy
 RGA: IT Strategy, December 30, 2014
 Risk Analysis Register
 RS RERP M&E report Q4
 The creation of a Digital Archive(CILAP)

Annex 3 – List of interviewees

FGU Sarajevo:

<u>Name</u>	<u>Position</u>	<u>Organisation</u>	<u>Date of interview</u>
Adelko Krmek	Address. Register Sub-comp. Leader	HN Canton Geo Admin	April 14,2015
Amir Mujan	Head of Property Valuation Dept	Municipality Centar, Sarajevo	April 16,2015
Amira Babic Kadic	Component Leader #7	FGU	April 17,2015
Andja Zimic	Project Director CILAP	Lantmäteriet, CILAP	April 13-23, 2015
Antonija Sikimic	Component leader	FGU	April 15,2015
Davor Sehovic	FGU	FGU	April 16,2015
Denis Tabucic	IT Expert	FGU	April 16,2015
Ferid Durmisevic	Member Working Group 1 & 2	Municipality of Gradacac	April 15,2015
Goran Brkic	Component 3 Leader	FGU	April 15,2015
Hasumana Abaza	Component 4 Leader	FGU	April 16,2015
Ivan Lesko	Component 5 Leader	HN Canton Geo Admin, Director	April 14,2015
Ivo Jerkic	Mayor	Municipality of Citluk	April 14,2015
Jasminka Mehovic	Assistant Director Fed BiH Tax Authority	Federal Tax Authority	April 16,2015
Jelena Zelic	CILAP Project Assistant	Lantmäteriet	April 14-17,2015
Jerko Leventic	Private Surveyor	Geometrica, Private Survey Co.	April 14,2015
Mahira Zubetljak			April 16,2015
Maho Taso	Director, Real Estate Agent	Prostor d.o.o	April 17,2015
Marie Bergström	Counsellor	Swedish Embassy	April 13, 2015
Muric Ceman	Programmer	FGU	April 16,2015
Nedim Bukvic	National Project Officer	Swedish Embassy	April 13, 2015
Nedzad Pasalic	CILAP Coordinator, Director of RERP	FGU	April 15,2015
Samira Leskovac	RERP Monitoring & Evaluation	FGU	April 17,2015
Šeho Zimić	A. CILAP technical adviser	Lantmäteriet	April 14,2015
Slaven Markota	Address Registry Administrator	Municipality of Citluk	April 14,2015

<u>Name</u>	<u>Position</u>	<u>Organisation</u>	<u>Date of interview</u>
Tomislav Tomić	Component 6 Leader	FGU	April 16,2015
Zeljko Obradovic	FGA Director	FGU	April 14,2015

RGA Banja Luka:

<u>Name</u>	<u>Position</u>	<u>Organisation</u>	<u>Date of interview</u>
Aleksandar Deuric	Member of working group	RGU RS	April 21, 2015
Cana Babic	Asst. Director, Legal Dept. Component leader #3	RGU RS	April 21, 2015
Danijela Domazet	Component Leader #1 &2	RGU RS	April 20, 2015
Darko Miskovic	CILAP Coordinator and RERP director	RGU RS	April 20, 2015
Dejan Dragicevic	Member of working group	RGU RS	April 22, 2015
Dejan Jeremic	CILAP Project Assistant	Lantmäteriet, CILAP	April 20 – 23, 2015
Dejan Stojakovic		IDDEEA	April 23, 2015
Djordje Cujic	Member of working group	RGU RS	April 21, 2015
Dragana Pupac	System Analyst	RGU RS	April 22, 2015
Jelena Pajic-Bastinac	Member of working group	RGU RS	April 21, 2015
Mario Markovic		IDDEEA	April 23, 2015
Milos Komljenovic	RGA RS Director	RGU RS	April 20, 2015
Nenad Bajic	Assistant Director, Geodetic infrastructure	RGU RS	April 21, 2015
Sanja Bajic	IT Administrator	RGU RS	April 22, 2015
Spomenko Mitrovic,	Member of working group	RGU RS	April 21, 2015
Stanko Svitlica	Head of department	RGU RS	April 22, 2015
Tamara Travar,	WB RERP Deputy Director	RGU RS	April 20, 2015
Tatjana Djudjic-Savanovic	Member of working group	RGU RS	April 21, 2015
Velibor Vitor	Head of department, component leader #5&6	RGU RS	April 22, 2015

Annex 4 – List of implemented activities and participation

Activities implemented during 2013-2015 (end of March) by component						
Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina – CILAP						

List of seminars, workshops and study visits by components	2013	Number of participants			Activities 2013	
COMP 1 “The strengthen of the land administration organization”		Male	Female	Total	Education	Study visit
Study visit to Sweden	17-22 March	12	10	22	4	1
Workshop “Current situation, analysis of needs and demands for institutional development, management, leadership and self financing.”	22-26 April	3	4	7		
Workshop “Result management and expected project results”	15-19 April	4	6	10		
Seminar on organisation, financing and orientation towards the market.	26-30 August	4	5	9		
Workshop “Support for development of the Communication strategy and Plan for both Authorities for Geodetic and Real Property Affairs”	11-15 November	8	8	16	4	1
		31	33	64		

List of seminars, workshops and study visits by components	2013	Number of participants			Activities 2013	
COMP 2 "Development of Human resource Program"		Male	Female	Total	Education	Study visit

Workshop "Analysis of Human Resources and demands"	22-26 April	4	4	8	3	1
Workshop "Risk analysis"	6-10 May	4	2	6		
Seminar "Electronic signature"	23-26 September	28	25	53		
Study visit to Sweden	30 Sep to 4 Oct	10	5	15		
		46	36	82	3	1

List of seminars, workshops and study visits by components	2014	Number of participants			Activities 2014	
COMP 1 and COMP 2 "The strengthen of the land administration organization and development of Human resource Program"		Male	Female	Total	Education	Study visit
Workshop "Continuation of development of Communication strategy and Plan for both authorities"	3-7 February	4	7	11	5	4
Workshop "Overview and presentation of the Communication strategy and Plan for both authorities"	26-30 May	9	5	14		
Study visit to the Tax Authority of Sweden connected to the Real estate evaluation	6-11 April	4	3	7		
Study visit to the Lantmäteriet headquarters, Land Registry and cadastre offices for Land registry referents and PIU	19-23 May	6	7	13		
Workshop "Overview of the current situation and demands for strategic development and business planning"	7-11 July	7	1	8		
Study visit to Sweden and introduction of Lantmäteriet to other participants in LA sector	08-12 Sept	8	2	10		
Workshop "Management inside the institution and management strengthening"	27 -30 October	13	6	19		
Workshop "Annual planning for 2015 an development of the Annual plan"	20-22 October	11	7	18		
Steering committee - Visit to Sweden and Lantmäteriet headquarters	2-6 June	4	0	4		
		66	38	104	5	4

List of seminars, workshops and study visits by components	2015	Number of participants			Activities 2015	
COMP 1 and COMP 2 "The strengthen of the land administration organization and development of Human resource Program"		Male	Female	Total	Education	Study visit
Workshop "Business planning"	26-30 January	8	5	13	2	
Workshop 1 – Strategy for the Human Resource development	9-11 March	10	4	14		
		18	9	27	2	0

List of seminars, workshops and study visits by components	2013	Number of participants			Activities 2013	
COMP 3 "Development of legislation"		Male	Female	Total	Education	Study visit
Workshop 1: Making of the new law draft and/or its changes and amendments	12-15 March	4	1	5	5	0
Workshop 2: Making of the new law draft and/or its changes and amendments	3-5 April	4	1	5		
Workshop 3: Making of the new law draft and/or its changes and amendments	18-19 April	4	1	5		
Workshop 4: Making of the new law draft and/or its changes and amendments	15-17 May	4	1	5		
Workshop "Overview of the existing legislation"	18-22 November	4	3	7		
		20	7	27	5	0

List of seminars, workshops and study visits by components	2014	Number of participants			Activities 2014	
COMP 3 "Development of legislation"		Male	Female	Total	Education	Study visit
Workshop "Best practice in the work of Land registry offices with the process of replacement and establishment of the Land Registry book"	13-14 February	11	4		2	0

Workshop "Presenting of the manual of good practice with the process of replacement and establishment of Land Registry"	15-19 September	12	7			
		23	11	0	2	0

List of seminars, workshops and study visits by components	2015	Number of participants			Activities 2015	
COMP 3 "Development of legislation"		Male	Female	Total	Education	Study visit
Round table 1 "Law on property rights - experience exchange, standardization of practice"	12 February	13	15	28	3	
Round table 2 "Law on property rights - experience exchange, standardization of practice"	05 March	14	25	39		
Round table 3 "Law on property rights - experience exchange, standardization of practice"	8 April	12	12	24		
Round table 4 "Law on property rights - experience exchange, standardization of practice"						
Round table 5 "Law on property rights - experience exchange, standardization of practice"						
		39	52	91	3	0

List of seminars, workshops and study visits by components	2013	Number of participants			Activities 2013	
COMP 4 "Development of Geodetic Infrastructure and methods"		Male	Female	Total	Education	Study visit
Workshop - Practical work in the field in FBiH	25 Feb till 1. March	2	2	4	4	0
Measurement with the Absolute gravimeter in FBiH and RS	21 Sept to 31 Oct	4	3	7		
Calculation of the new coordinate measurements of the Absolute gravimeter	4 Nov to 13 Dec	4	3	7		
		10	8	18	4	0

List of seminars, workshops and study visits by components	2014	Number of participants			Activities 2014	
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		pants				
COMP 4 "Development of Geodetic Infrastructure and methods"		Male	Female	Total	Education	Study visit
Workshop "Improvement of control centres and determination of parameters for coordinate transformation into the new reference system ETRS89"	24-28 March	3	1	4	4	0
Workshop - Preparation meeting for the relative gravimetry measurement campaign	13-14 February	4	1	5		
Relative gravimetry measurement campaign	April-October	2	0	2		
Seminar for presenting the results of the Relative gravimetry measurement campaign	19 November	8	5	13		
		17	7	24	4	0

List of seminars, workshops and study visits by components		Number of participants			Activities 2015	
COMP 4 "Development of Geodetic Infrastructure and methods"	2015	Male	Female	Total	Education	Study visit
Workshop "Geoid and how to determine it for Bosnia and Herzegovina"	26-29 January	3	1	4	2	
Training in the work place - Part two – making strategic decision	24 March to 3 April	3	1	4		
		6	2	8	2	0

List of seminars, workshops and study visits by components		Number of participants			Activities 2013	
COMP 5 "Improvement of Land Administration business processes"	2013	Male	Female	Total	Education	Study visit
Workshop "Database management and e-communication"	14-18 October	10	0	10	9	2
Workshop „Information protection“	2-6 December	6	0	6		
Subcomponent 5.1. Building the address register			0	16		

Workshop for analysis of the current state, needs and demands for development of the Address Register	17-20 June	7	2	9		
Workshop „Strategy for Address Register development"	21-24 October	5	2	7		
Subcomponent 5.2. Study of Land and Property Valuation						
Workshop 1 „Valuation basics"	8-12 April	6	2	8		
Workshop 2 „Current state analysis and involving of the interested parties"	12-16 May	6	2	8		
Study visit to Slovenia	10-13 July	7	2	9		
Workshop 3 „Real estate mass valuation"	10-14 June	7	2	9		
Workshop 4 „Real estate market"	16-20 September	7	2	9		
Workshop 5 Pilot project - Gathering of the available (market) data	21-25 October	7	1	8		
Study visit to Sweden	1-6 December	7	2	9		
		75	17	108	9	2

List of seminars, workshops and study visits by components	2014	Number of participants			Activities 2014	
COMP 5 "Improvement of Land Administration business processes"		Male	Female	Total	Education	Study visit
Workshop "Project steering and management" - first part	20-24 January	3	2	5	5	0
Workshop "Project steering and management" - second part	3-7 March	3	3	6		
Workshop "Project steering and management" - third part	26-30 May	2	3	5		
Regional seminar on preparation and realization of international projects	6-7 March	10	8	18		
Regional seminar on experience exchange and cadastre maintenance	29-30 May	14	8	22		
Subcomponent 5.1. Building the address register						
Workshop "Information model, standards and uses of AR"	31 March to 4 April	6	1	7	3	1
Address register seminar - getting acquainted with IDDEAA and other users of the AR	2 April	49	38	87		

Study visits to Sweden of AR workgroup	12-16 May	8	1	9		
Seminar "Presentation of the Address register Pilot project results"	8-12 December	24	16	40		
Subcomponent 5.2. Study of Land and Property Valuation				0		
Workshop "Real estate Classification and market analysis"	10-14 February	5	3	8	4	1
Workshop "Market data analysis"	14-18 April	8	1	9		
Workshop "Process designing"	16-20 June	8	3	11		
Workshop "Designing of the necessary data"	15-19 September	5	3	8		
Workshop "Overview of the Pilot project activities"	10-14 November	7	3	10		
		152	93	245	12	2

List of seminars, workshops and study visits by components	2015	Number of participants			Activities 2015	
COMP 5 "Improvement of Land Administration business processes"		Male	Female	Total	Education	Study visit
Seminar with LFA – Planning of the next phase	18-19 February	5	1	6	1	
Subcomponent 5.1. Building the address register						
Seminar 1 "Presentation of the Address Register application to the municipalities"	27 January	39	25	64	2	
Seminar 2 "Presentation of the Address Register application to the municipalities"	03 February	41	23	64		
Subcomponent 5.2. Study of Land and Property Valuation						

Workshop "Price Register Implementation Plan"	16-20 February	5	1	6	3	
Seminar "Presentation of the Price Register Implementation Plan to Management of both authorities"	11. March	14	7	21		
Workshop "Development of the technical documentation and legal framework for the Price Register"	20-24 April					
Presentation of activities to the Ministry of Finance and Tax Authority of Republic of Srpska	21-apr			0		
		104	57	161	6	0

List of seminars, workshops and study visits by components	2013	Number of participants			Activities 2013	
COMP 6 "Support to establishment of ICT in Land Administration"		Male	Female	Total	Education	Study visit
Basic design of e-communication/intranet within the institution	10-14 June	6	0	6	3	2
Detailed description if intranet and project description	09-13 September	10	0	10		
Workshop connected to intranet structure	18-29 November	6	1	7		
Study visit to Belgrade	9-12 July	7	0	7		
Study visit to Sweden	9-13 December	5	0	5		
		34	1	35	3	2

List of seminars, workshops and study visits by components	2014	Number of participants			Activities 2014	
COMP 6 "Support to establishment of ICT in Land Administration"		Male	Female	Total	Education	Study visit

Training on the workplace - overview of the FGA ICT strategies, IT architecture and current situation	17-21 February	4	0	4	6	0
Workshop - Development of intranet in RGA RS, work and programming in CMS	24-28 February	3	0	3		
Workshop - Development of intranet in RGA RS - Managements approval	10-14 March	14	4	18		
Training on work place - Overview of the RGA ICT strategy, IT architecture and current situation	14-17 April	7	0	7		
Workshop - Development of the ICT strategy for the RGA RS together with the Norwegian consultant	23 – 27 June	3	0	3		
Workshop - Presentation of the RGA RS ICT strategy draft together with the Norwegian consultant	3-5 November	6	4	10		
		37	8	45	6	0

List of seminars, workshops and study visits by components	2015	Number of participants			Activities 2015	
COMP 6 "Support to establishment of ICT in Land Administration"		Male	Female	Total	Education	Study visit
Workshop "Knowledge on web services performance and database optimization"	16-20 February	9	2	11	1	
		9	2	11	1	0

List of seminars, workshops and study visits by components	2013	Number of participants			Activities 2013	
COMP 7 "Establishment of Digital Archive and integration in the business processes "		Male	Female	Total	Education	Study visit
Study visit to Sweden	12-17 May	5	3	8	2	2
Study visit to Serbia	9-12 July	6	2	8		
Workshop 1 „Structure and main purpose of the Digital Archive"	2-5 September	2	7	9		

Workshop 2 „Creation of a strategy for Digital Archive development"	25-29 November	2	6	8		
		15	18	33	2	2

List of seminars, workshops and study visits by components	Date	Number of participants			Activities 2014	
COMP 7 "Establishment of Digital Archive and integration in the business processes "		Male	Female	Total	Education	Study visit
Workshop "Support with Digital Archive strategy development"	27-31 January	6	2	8	5	1
Workshop "Final work on the strategy and knowledge of regional realization of the Digital Archive"	31 March - 4 April	7	3	10		
Workshop "Development of the DA, meeting with the management and agreement on coordination with the Norwegian project"	12-16 May	5	0	5		
Workshop "Overview of the DA data model design and business interaction with the Norwegian consultant"	29 Sep-3 Oct	8	1	9		
Field visit of the Swedish experts, overview of the current situation in the authorities concerning the DA development	3-6 November	8	2	10		
Study visit to the DA department in the Republic geodetic institute, Serbia	26-28 November	6	3	9		
		40	11	51	5	1

List of seminars, workshops and study visits by components	2015	Number of participants			Activities 2015	
COMP 7 "Establishment of Digital Archive and integration in the business processes "		Male	Female	Total	Education	Study visit
Workshop "Presentation of the system architecture and detailed technical requirements"	2-6 February	8	4	12	1	1
Study visit to Sweden - with new members of the DA team and management with focus on developing the DA and its usage in business processes	23-27 February	7	3	10		
		15	7	22	1	1





Review of the Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina (CILAP project)

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