



2019:19

Sida Decentralised Evaluation

Svend Erik Sørensen
Bozena Lipej
Catharina Schmitz

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

Final Report

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

**Final Report
December 2018**

**Svend Erik Sørensen
Bozena Lipej
Catharina Schmitz**

Authors: Svend Erik Sørensen, Bozena Lipej and Catharina Schmitz

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.

Sida Decentralised Evaluation 2019:19

Commissioned by Sida

Copyright: Sida and the authors

Date of final report: 7 December 2018

Published by Nordic Morning 2019

Art. no. Sida62229en

urn:nbn:se:sida-62229en

This publication can be downloaded from: <http://www.sida.se/publications>

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm
Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64
E-mail: info@sida.se. Homepage: <http://www.sida.se>

Table of contents

Table of contents	2
Abbreviations and Acronyms	3
Preface.....	4
Executive Summary	5
1 Introduction.....	12
2 CILAP – the project.....	19
3 Relevance	22
4 Effectiveness.....	23
5 Efficiency.....	47
6 Sustainability and impact.....	53
7 Conclusions	57
8 Lessons learned	61
9 Recommendations.....	62
Annex A – Terms of Reference	64
Annex B – Summary of results achieved.....	75
Annex C – Persons met.....	84
Annex D – Documents reviewed.....	87
Annex E – Inter - relations between land administration projects in BiH	88

Abbreviations and Acronyms

AR	Address Register
BiH	Bosnia and Herzegovina
CEC	Central Electoral Commission of BiH
CILAP	Capacity Building Improvement for Land Administration and Procedures
DA	Digital Archive
DMS	Document Management System
EMS	Environmental Management System
EU	European Union
FBiH	Federation of BiH
FGA	Federal Administration for Geodetic and Real Property Affairs of FBiH
GA	Geodetic Authority
HR	Human Resources
ICT	Information and Communication Technology
IDDEEA	Agency for Identification Documents, Registers and Data Exchange of BiH
IT	Information Technology
Lantmäteriet	Swedish Mapping, Cadastre and Land Registration Authority
LM	Landmäteriet
M&E	Monitoring and Evaluation
Mol	Ministry of Interior (RS)
OJT	On-the-Job Training
OECD / DAC	Organisation for Economic Cooperation and Development - Development Assistance Committee
PM	Project Management
RERP	Real Estate Registration Project (WB)
RGA	Republic Authority for Geodetic and Real Property Affairs of RS
RS	Republic Srpska of BiH
SCM	Steering Committee Meeting
Sida	Swedish International Development Cooperation
SPR	Sales Price Register
WB	World Bank
TA	Technical Assistance
ToR	Terms of Reference

Preface

This evaluation of the Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina (CILAP project) was commissioned from NIRAS Sweden by Sida / the Embassy of Sweden in Bosnia and Herzegovina. The evaluation took place from July to December 2018 and was conducted by:

- Svend Erik Sørensen, team leader
- Bozena Lipej, land administration expert
- Catharina Schmitz, gender expert

Katarina Kotoglou managed the process at NIRAS Sweden. Mats Alentun provided quality assurance. Nedim Bukvic managed the evaluation at the Embassy of Sweden in Bosnia and Herzegovina.

Executive Summary

Introduction

The CILAP project was designed as a six-year project but due to the process of developing a new Swedish results strategy for the region, the project was divided into two phases. As a result, in CILAP 1 (2013–2015), the overall objectives of the project were only partly achieved. The continued support of the CILAP 1, i.e. CILAP 2 (April 2016–December 2019), was prepared to sustain the results achieved in CILAP 1 as well as to contribute to the expected long-term outcomes of the project.

The project objectives of CILAP 2 (CILAP) remained the same as in CILAP 1. CILAP continued as a twinning partnership cooperation between the Lantmäteriet (LM), Gävle, Sweden, and its sister organizations in Bosnia and Herzegovina (BiH), i.e. the Federal Administration for Geodetic and Real Property Affairs (FGA) of the Federation of BiH (FBiH), Sarajevo, and the Republic Authority for Geodetic and Real Property Affairs (RGA) of Republic Srpska (RS), Banja Luka. The aim was mainly to transfer knowledge and to develop capacity of FGA and RGA. The CILAP is in line with the latest Results strategy for Sweden's reform cooperation with Eastern Europe, the Western Balkans and Turkey 2014-2020. Also close collaboration with other funding in the land administration sector, including Norway and an investor, the World Bank (WB), was included in CILAP.

Evaluation purpose

The purpose or intended use of the evaluation was to support the Embassy of Sweden / Sida concerning the process of phasing out the CILAP project. This included the evaluation of the effectiveness and efficiency of activities carried out by the CILAP project and to assess the sustainability of the project, as well as its relevance and possible impact.

Project goal and objectives

The project contributes to the expected long – term impact:

- By efficient land administration contribute to economic and social development, sustainable market and usage of real estates, and BiH accession to European Union (EU).

The project main goal is:

- Make the land administration system more efficient, secure and reliable.

Main findings and conclusions

Main findings	Main conclusions
Relevance	
The CILAP project succeeded to build capacity and transfer knowledge with the overall objective to increase the effectiveness and reliability of land administration processes in BiH in line with Swedish strategies and policies, needs and priorities of the people of BiH and the two GAs.	The strategic match between the project objectives and overall needs and priorities of the Geodetic Authorities (GAs) / Swedish policies validated relevance of the intervention - should be subject to renewed validation if new project / policy is considered / developed.
Effectiveness - Component 1: Organisational strengthening	
Top management of the two GAs has been engaged in the development process of strategies / business plans and other strategies (Human Resource (HR), communication, Integrity / Environmental Management System (EMS), gender) to become integrated structures in the operation and strategic thinking on land administration of the two GAs. CILAP management facilitated the process and supervised professionally the implementation of the components.	The benefits and strengthening of the two GAs organisational structures, their operability and product and services provision, to meet internal and external needs / requirements, is a strong <i>building block</i> for continuous organizational strengthening. Dedicated and strong management is key to successful project implementation.
The Gender Strategy was implemented to some extent. Particular focus was on awareness raising related to women's land registration rights and many outputs were produced, including a high profiled Gender Conference, a film, flyers, round table discussions, etc. Basic networking between women's organisations and FGA / RGA women's network and a targeted approach characterised the gender work. Further, effect measuring of the gender awareness raising support was insufficient.	Ties between the FGA / RGA women network and women civil society organizations can facilitate stronger gender equality in land administration. In a project context a targeted approach may be favoured as mainstreaming is, according to the two GAs, beyond their legal mandate. Without gender activity monitoring progress cannot be reliably measured or validated.
Effectiveness - Component 2: Support to the development of the address register (AR)	
The process of the establishment, implementation, maintenance and completion of a unified AR in both entities was impressive; from zero and minor interest among municipalities in the beginning to a full coverage of near all municipalities in FBiH and all coverage in RS. They are currently at different stages of development. By September	Capacity building events, strong project management guidance, willingness and engagement from collaborative partners and an adaptable legal framework are key features to the success of the development and use of the AR.

2018 a total of 300,000+ addresses had been entered with strong institutional collaborative engagement involving several indirect partners and donors. All facilitated by systematic capacity building managed by the CILAP project – and overall successfully assessed by participants confirmed by survey but not from capacity evaluation where documentation lacks.	Capacity building efforts are useful and evidence of casual linkage between efforts and results partly confirmed. Activity / event monitoring is key to reliably measure and validate progress towards achievements / results.
Effectiveness - Component 3: Support to the development of the sales price register (SPR)	
By 2018 the SPR system was in use at 79 tax authority offices and 69 municipal offices in FBiH and in June 2018 FGA / FBiH tax authorities launched public access of the SPR application. By 2018 all RGA regional offices were included in the SPR activities. In November 2017, the public access of the SPR application was launched by RGA and semi-annual reports incl. analysis, are now produced. In September 2018, 36.000 sales contracts have entered into the SPRs, and strong institutional collaborative engagement involving several indirect partners. All facilitated by a continuous and systematic capacity building managed by the CILAP project – and overall successfully assessed by participants confirmed by survey but not from capacity evaluation where documentation lacks.	As in the case of the AR capacity building events, strong project management guidance, willingness and engagement from collaborative partners and an adaptable legal framework are key features to the success of the development and use of the SPR. Capacity building efforts are useful and evidence of casual linkage between efforts and results partly confirmed. Activity / event monitoring is key to reliably measure and validate progress towards achievements / results.
Effectiveness - Component 4: Support to the development of geodetic infrastructure	
Strategies of new reference systems were adopted and implementation started following international guidelines and standards. Activities focused on the implementation of the vertical component of the reference system which was the most obsolete. The work undertaken and capacities built form a good base for further implementation. Yet far too ambitious outputs planned.	Due to dependency of other donor projects and their expected results not all outcomes and indicators could be successfully met.

Effectiveness - Component 5: Support to the development of Information and Communication Technology (ICT) and geoinformatic's system	
Capacity support kept GA ICT teams up with the new technologies, services and trends. They were deeply involved in all CILAP ICT – related tasks of the AR, the SPR and the Digital Archive (DA) applications transforming unorganized and paper-based work to systematic and more efficient data management, data sharing and publicly accessible data and information minimizing corruption. Two new e-services were developed which attracted 25,000 users.	ICT development has proven its significant value and impact in developing efficient organizations. ICTs is a key feature in any further development in land administration and constitute a key pathway for long-term achievements together with institutional co-operation with clients / partners. Staff shortage within the two GAs challenges their ICT capacity.
Effectiveness - Component 6: Support to the establishment of digital archive (DA), its integration in the business processes and usage in daily operations	
By 2018, five RGA well organized and managed scanning centres were operational and four additional centres to be put in operation and about 100 technical staff were hired by the RGA to perform scanning activities. After scanning piloting, by 2018, 50 additional FBiH municipalities had expressed interest to execute scanning of geodetic and real property registration archives. Lack of staff in the FGA and municipalities to coordinate and support these activities was identified. At the end of 2017 120,000 documents were reported scanned by the two GAs. Private sector is not engaged while good experience exists from the region.	As in the case of the AR and the SPR capacity building events, strong project management guidance, willingness and engagement from collaborative partners / donors (Norway) and an adaptable legal framework and methodological instructions are key features to the success of the development and use of the DA of real property data. Addressing organizational / HR limitations could be resolved with improved and more efficient work procedures. Private sector involvement could be a complementary option for progress and efficiency in the DA development process.
Efficiency	
The CILAP project was well designed and overall measured systematically. Comprehensive capacity building has most likely impacted positively the overall successful achievements (effectiveness). Yet, this causal link is not fully evident as there is little documentation of measured effect. Institutionally, CILAP project management facilitated strong relationship building across all involved partners.	Planning and implementation of project activities were overall efficient as well as the institutional collaboration and these practices should be continued. Deficiencies in aspects of reporting practices and monitoring of capacity building efforts should be improved for transparency and evidence based performance, respectively.

Sustainability	
Strong knowledge and skills base have developed in the two GAs. Still sustainability may not have been fully anchored in the two GAs, as the AR and the SPR are basically CILAP managed, particularly FGA. Overall strategies, legal, technical and gender equality support and products and services delivered have created a solid basis for improved development of land administration on a long term. Donor funding is pursued rigorously as public funding is likely not to be increased in coming years. Institutional capacity for gender equality in land administration includes gender network formation within the FGA / RGA and basic networking. The Gender Strategy is project based with CILAP.	Staff shortage in the two GAs sets limits to their absorption capacity as regards knowledge and skills and other benefits provided by the CILAP, i.e. product and services (AR, SPR and DA) which may influence the degree of future sustainability. Ties between the FGA / RGA women network and women civil society organizations can facilitate stronger gender equality in land administration. In a project context a targeted approach may be favoured as mainstreaming is, according to the GAs, beyond their legal mandate.
Impact	
The likely spin-off effects from the impressive achievements of the project, confirmed primarily by the effectiveness assessment, are potentially huge, particularly in relation to cooperation with existing and potential clients / customers and the ICT development.	While impact cannot be reliably assessed or measured findings indicate that efforts during the remaining part of the project (and possibly beyond) should be directed towards intensified institutional collaboration with actors that need the products and services provided by the project and the two GAs alongside strong ICT integrated support. As such institutional collaboration and ICT development are manifested as key pathways towards long-term success (i.e. the theory of change).

Lessons learned

- Being proactive, dynamic, flexible and adaptive the CILAP project management succeeded to involve and work closely with the two GAs in their efforts to achieve the project goal and objectives based on a result based management approach. Project management expertise is a key feature for successful implementation of projects in general and evidenced specifically in the CILAP project.
- Capacity building provided in a systematic and continuously manner throughout a project has proven to be an effective means for performance improvement among professional staff of the GAs and their stakeholders and for achieving results and

greater ownership to benefits gained. Yet, better performance management can be achieved through application of impact measurement tools.

- Capacity support, transfer of knowledge and information sharing constitute important features of strengthening organisations institutionally and technically but cannot be effectively used without sufficient absorption capacity of partner institutions, primarily in terms of availability of qualified human resources.
- Institutional cooperation can develop fair and well-defined arrangements between institutions, upgraded with formal agreements, replacing in cases lack of legislation and enable novelties of mutual interest and benefits supported by strong ICT.
- Vast efforts on gender awareness activities and with a particularly focus on women's land registration rights, lifted the gender perspective to new levels in the CILAP project.
- The CILAP project has shown that any activity supported by international partners or organizations in BiH receives better support and quicker consensus towards changes.
- Well prepared and result-oriented piloting of new approaches or solutions attracts new parties interested to join the scale-up.

Recommendations

The team recommends for the remaining CILAP period (up to end 2019):

1. Focus on and direct project activities towards sustaining products and services delivered by CILAP to best possible coverage in each entity, particularly increasing the numbers of stakeholders fully trained and capable of operating and maintaining the AR, SPR and DA;
2. Intensify the collaboration with current and where possible potentially new indirect partners that use or will make use of existing products / services developed and delivered by CILAP, i.e. the AR, the SPR and the DA;
3. Continue and expand gender activities and monitor their impact with a focus on women's rights to register land ownership in collaboration with externally based women groups, in line with the CILAP Gender Strategy and Swedish policies;
4. Strengthen monitoring and reporting for improved management and performance of the project;
5. Support tools used daily by staff operating the AR, the SPR and the DA should be analysed for improved performance, including the use of the help-desk.

The team recommends as regards the continuation / phasing out of the project *beyond* the completion of CILAP by the end of 2019:

6. By end July 2019 CILAP will in close collaboration with the two GAs analyse and define the needs and requirements for further support to the GAs (short - to mid term priorities), with stakeholders' '*readiness*' as point of departure;
7. An independent review is subsequently launched to assess the justification and feasibility for the proposed activities as well as assess the progress and achievements made from September 2018 to July 2019;
8. Based on the result of recommendations 6 and 7 LM and the Embassy / Sida may negotiate conditions for any further continuation or phasing out of the project.

The basis and justification for these recommendations are detailed in the Recommendations chapter in the report.

1 Introduction

1.1 LAND ADMINISTRATION IN BIH

1.1.1 Land administration structure

The 1995 Dayton Accords, which brought an end to three years of conflict in the former Republic of Yugoslavia, established a complex government structure: a State of BiH with two entities; the FBiH; and the RS, and their respective government structures. The Brcko District, established as a self-governing administrative unit, was added to the structure in 1999. The FBiH comprises of 10 cantons and 79 municipalities. The RS does not have a middle / regional governmental level between the entity and its 63 municipalities. In the FBiH, the city of Sarajevo consist of several municipalities with separate administrations. Since 1995, the country had made good progress in recovering from the conflict, but many problems still remain, with about half the population living at, or near, the poverty level, high unemployment, particularly among the youth, and low levels of investment.

The current situation in BiH in regards to land administration is complex due to historical development dating from the 19th century. Land administration reform process was initiated in the mid 2000s with the objective to ensure an orderly land registry and cadastre system, i.e. to improve quality, efficiency and effectiveness of real property registration services through development of a transparent real property market, as well as through the improvement of the procedures for registration of property rights and supplementary strategies that enable secure and efficient property transactions. The key to good land administration is good governance, and the backbone of a successful land administration system is accurate and reliable data on real properties.

In 2011, the Land Administration Coordination and Advisory Board of BiH adopted a strategic document “Draft Land Administration Sector Policy and Strategy in BiH for the Period of 2011-2015”, which was prepared by the relevant authorities in the land administration sector of the FBiH and of the RS. The document laid out proposals for sustainable development of the land administration sector in the FBiH and the RS. An integral part of the document is the Land Administration Policy in BiH, with the Policy Statement on Land Administration in BiH, which presented general goals and guidelines based on which strategies and plans can be developed and implemented by all public sector institutions and by qualified experts, private companies or professional associations active in the land administration sector. In 2016 and 2017, land administration strategies were drafted and adopted by the FGA and Ministry of Justice (MoJ) in FBiH and by RGA in the RS.

The FBiH has a dual system of real property registration, which was set up in the late 19th century. The system of registration of real property and ownership rights to real property is based on the cadastre and the land registry, respectively. The FGA is responsible, among others, for all geodetic affairs, including the cadastre. The FGA performs administrative and other technical tasks which fall under the competence of the FBiH, relating to survey, establishment and updating of real property cadastre, utility cadastre apart from the tasks that have been made the competence of the cantons and the municipalities under the law. Cadastre offices are responsible for maintenance of survey and real property cadastre. There are overall 79 municipal cadastre offices that are part of municipal administration, but under the auspices of the FGA.

Establishment and maintenance of land registries in FBiH is in the jurisdiction of the municipal courts, which provide services of registration of real properties and real property rights. The tasks or services provided by the land registry offices to interested parties primarily regard the entries made in the land registry (registration, notation and conditional registration). There are 31 courts in operation, with seven branch offices located outside the seat of municipal courts. The statutory and institutional framework for the land administration sector in the FBiH is user oriented, regardless of whether the clients are institutions of the state, the federation, the cantons, cities / municipalities, business companies or citizens.

In the RS, a unified system of real property registration has existed since 2012 when the Law unified land registry and cadastre institutions under the leadership of the RGA. The transition from a dual agency property registration system to a single agency model of registration represents the best practice but requires a lot of efforts and long time for the implementation. RGA is an independent entity administration that performs administrative and other professional operations, and among others cadastral field surveys, the establishment, maintenance and renewal of the real property cadastre and the utility lines cadastre, cadastral classification and valuation of land. Organizationally, the RGA's Headquarters is located in Banja Luka, and there are 48 regional units and 14 branch offices organized in the territory of the RS.

Due to strategic importance, durability and the need for a systematic approach to implementation of surveying and establishing the real property cadastre, the Parliament of the RS adopts the Programmes of Survey and Establishment of the Real Property Cadastre, covering five-year periods. The current Programme was adopted by the Government of the RS on the 11 November 2015, for the period 2016-2020.

1.2 LAND ADMINISTRATION AND DEVELOPMENT

The term “land administration” refers to “the processes of determining, recording, and disseminating information about the ownership, value, and use of land when implementing land management policies”. Land administration functions may be divided into four components: juridical, regulatory, fiscal, and information management. The juridical component focuses on registration of rights on immovable properties, the regulatory component is mostly concerned with the development and use of land, the fiscal component focuses on the economic utility of properties and supports their valuation and taxation, and the information management component focuses on the development of land information systems.

A land administration institution is one of the important institutions on which human civilization depends, including economic development and security for individuals to provide security of tenure, for the land market to provide for efficient transactions and reliable market information, and for credit institutes to provide a system for security of capital.

An efficient land administration is equally important for central and local government to provide information for development of sustainable land use, environment and for provision of land for urban and rural development. Efficient land administration is depending on an effective organization, a suitable legal system and efficient ICT to handle land and geographic information, and to collect, store, maintain, and disseminate appropriate information for political decision-making and for market actors and individuals.

The positive effect from an efficient land and property administration on fighting poverty, in a country or region, is well recognized. For example FIG (International Federation of Surveyors) and the WB have published several documents describing this topics. One example is the ‘Fit-For-Purpose Land Administration’. It states that: all countries have to deal with governing their land. They have to deal with the governance of land tenure, land value, land use and land development in some way or another.

Also, access to land and property is crucial for women’s economic empowerment since it is a social asset that serves as a base for political power and participation in decision-making. Women’s access to land is also closely related to other positive effects such as reduction of domestic violence, capability of existing violent relationships and increasing food security.

Strengthening of the land administration system in BiH could be seen as the foundation of many priorities of the BiH reform agenda. The project aims to measure its success in more secure tenure rights, an efficient property market, facilitating the EU accession and consequently to the overall economic and social development and growth.

1.3 EVALUATION PURPOSE

According to the Terms of Reference (ToR), Annex A, the purpose or intended use of the evaluation is to support the Embassy of Sweden / Sida concerning the process of phasing out the CILAP project. This includes the evaluation of the effectiveness and efficiency of activities carried out by the CILAP project and to assess the sustainability of the project. The primary intended users of the evaluation are the Embassy of Sweden / Sida and the project management team and its partners, the FGA and the RGA.

1.4 METHODOLOGY

A capacity building methodology was applied to investigate the progress and achievements made by the CILAP project – the main reason being that CILAP is a capacity building project per se – and to be measured in the wider context of developing institutional infrastructure for implementing land policies in a sustainable way, as mentioned in the Project Document 2016-2019 (p. 40).

International and national experience and research show that few efforts are made to measure capacity building effects in development projects beyond participants' reaction and learning levels. Seldom effects are addressed or sought measured to at least a satisfactorily observable level. A partially Return of Investment approach was adopted as the appropriate methodology. The methodology focuses on objectivity and is therefore highly valued in terms of accuracy and conservative use of data collection, processing and validation.

During the course of the evaluation the team found that there was need to distinguish between various types of capacity support provided by the project, which was partly internally targeted towards staff in the two GAs and partly externally targeting towards the public and users of the applications developed for example for the AR and the SPR. This distinguishing contributed to better understand and more qualitatively assess the twinning nature of the project.

The internally oriented capacity support could further be divided into two. The first being what we would like to term 'technically based dialogue' between GA experts and the professional staff (and sometimes regional consultants) of the twinning partner, LM and guidance provided by application developers and equipment suppliers / contractors. The second being training provided to staff of the GAs on various themes relevant for the project to progress and for the GAs to become more coherent organisations that would be able to drive activities and strategies towards achieving the mandate of the two GAs.

Table 1. Types of capacity building support provided by CILAP

<i>Capacity building – type</i>	<i>Methods applied for data collection and analysis</i>	<i>Capacity building focus areas and outputs</i>	<i>Capacity development M&E verification data</i>
Technical dialogue LM-GAs	Interview with involved staff and assessment of actual use of applications and ICT support (outcome)	AR and SPR application, technical specifications, server issues, security, database maintenance, Information Technology (IT) systems development, etc.	Limited verification for IT and security systems and data base preparation; demonstrations of usability of systems applied (e.g. SPR)
GA organisational strengthening	Written data/interview on reaction, learning, workplace application and impact on GAs' performance	Strategies, plans, communication, HR, gender, EMS, Integrity Building, conflict mgt., IT support, etc.	Training curriculum, materials, costs and evaluation reporting, performance assessment
On-the-job training (OJT) for municipal and other staff/stakeholders	Written data / interview / survey on reaction, learning, workplace application and impact on municipality / tax authority performance (FBiH / FGA) and local offices (RGA)	Follow-up, corrective actions, use of application (e.g. SPR), experience, evaluation, feedback, improved performance, etc.	Training curriculum, materials and evaluation reporting (guidelines, instructions, methodology, e.g. email, mobile, online chat, etc.)
Training / awareness raising of the users and the public	Written data / interview on reaction, learning and impact on user / public satisfaction with the services provided by the GAs / municipalities	AR, SPR user website (gender WSs, conference, etc.) SPR website, AR (tax authorities, Central Electoral Commission (CEC), Inst of Statistics, IDDEEA, MoI-RS, etc.	Training curriculum, materials, costs and evaluation reporting Feedback from users (user rates, user evaluations), etc.

The externally oriented capacity support could also be further divided into two. The first being that of the OJT provided by the GA staff (or consultants / contractors) to municipal staff responsible for the AR in the local government system in BiH. The second being the training provided by the GA and / or externally recruited consultants to the users of the applications and the public, including individuals and public and private institutions in the land administration sector. The capacity building frame-

work for the project is outlined in Table 1. The evaluation has assessed the capacity building along this framework best possible for the different components and conclusions made on this endeavour.

The evaluation assessed to which extent CILAP managed to progress and achieve results during the evaluation period (April 2016 to September 2018) based on desk review, including assessment of the result matrix and its related indicators and outputs, comprehensive interviews with a wide range of GAs' staff and stakeholders, surveys and visits to two municipalities, one city and a local GA office. The evaluation questions drafted and presented in the Inception Report, together with the outputs generated by the project itself, guided the issue raised during the evaluation.

The desk review included first and foremost the two annual reports (2016 and 2017), the Review of CILAP 1 (2014-2016), management report for CILAP 1 (2013-2016), project document for CILAP 2 (2016-2019), various strategies and action plans (including gender), annual work plans, capacity building implementation matrices, technical reports, Minutes from the Steering Committee Meeting (SCM)s, etc. During the field visit the project management provided additional information on request from the team. A list of documents reviewed is listed in Annex D.

Comprehensive interviews were conducted with the management and professional staff of the two GAs, representatives for a wide range of indirect partners and CILAP employees. CILAP coordinators prepared a very efficient work plan for the evaluation team covering all key stakeholders of the project. The evaluation work plan including the stakeholders interviewed/visited is presented in Annex C. The field visit took place in the period 12 – 28 September 2018.

A survey was conducted covering capacity building issues related to implementation of the two main products produced by CILAP and the two GAs, i.e. the AR and the SPR. The target group was the 63 local offices of the RGA and the 79 municipalities and 69 tax authorities in the FBiH. The issues raised concerned the quality of materials provided and support given by the project in the respondents' ability to perform their assigned tasks satisfactorily.

Theory of change for the project was addressed primarily through ideas and visions for further developing the land administration sector beyond the CILAP project's achievements. The theory of change is discussed briefly in the Sustainability and Impact chapter.

The evaluation adopted a utilisation focus of the evaluation, working very closely with the main stakeholders of CILAP, primarily the CILAP management and its two coordinators and the two GAs. Also, a rights-based and gender equality approach was adopted and constituted an underlying thread throughout the evaluation.

The structure of the evaluation is based on the OECD / DAC evaluation criteria, i.e. relevance, effectiveness, efficiency, sustainability and impact. A Summary of Results is presented in Annex B covering achieved indicators updated as of September 2018 (provided by the project) and an assessment of achievements based on project outputs defined.

2 CILAP – the project

2.1 PROJECT PURPOSE

Originally, the CILAP project was designed as a six-year project but due to the process of developing a new Swedish results strategy for the region, the project was divided into two phases. As a result, in CILAP 1 (2013–2015), the overall objectives of the project were only partly achieved. The continued support of the CILAP, i.e. CILAP 2, was necessary to sustain the results achieved in CILAP 1 as well as to contribute to the expected long-term outcomes of the project.

The project objectives of CILAP (April 2016 – December 2019) remained the same as in CILAP 1. CILAP continued as a twinning partnership cooperation between the LM), Gävle, Sweden, and its “sister organizations” in BiH, the FGA, Sarajevo, FBiH and the RGA, Banja Luka, RS. The aim was mainly to transfer knowledge and to develop capacity of these two important, key BiH entity institutions in land administration. Activities comprise workshops as well as advisory, OJT and backstopping as needed. Other activities include study visits to LM, Swedish public and private institutions involved in land administration as well as other relevant European and regional land administration institutions.

The CILAP was designed also to continue complementing the WB funded Real Estate Registration Project (RERP), originally scheduled from the beginning of April 2013 to the end of July 2018; and extended by the end of January 2020. The RERP development objective is to support development of sustainable real estate registration system with harmonized land register and cadastre records in urban areas in both the FBiH and RS. The CILAP is complementary focused on providing capacity building and is oriented towards strengthening institutional capacity of involved organizations. Additionally, the CILAP was complementing the twinning project of GAs with the Norwegian Mapping Authority - Kartverket on Public Services for the Real Estate Market and European Integrations, funded by the Norwegian government, and completed at the end of 2017. In April 2018, a new Norwegian donor project started (April 2018 – end of October 2020) with focus on the roll-out of a DA system and on improvement of Global Navigation Satellite System (GNSS) networks in both entities. Linkages and interrelations between different components of these three projects are presented in Annex E.

The CILAP was designed in close cooperation with the Embassy of Sweden in Sarajevo, both GAs in BiH and the LM, which is one of the leading European mapping, cadastral and land registration authorities. The objective was to utilise the Swedish contribution to strengthen land administration sector in BiH and to support activities

and reforms towards achieving the EU membership in the long-run. Although the project itself cannot produce a visible and measurable impact on the national sustainable economic development and growth, its complementary support to the RERP is important.

The project contributes to the expected long - term impact:

- By efficient land administration contribute to economic and social development, sustainable market and usage of real estates, and BiH accession to EU.

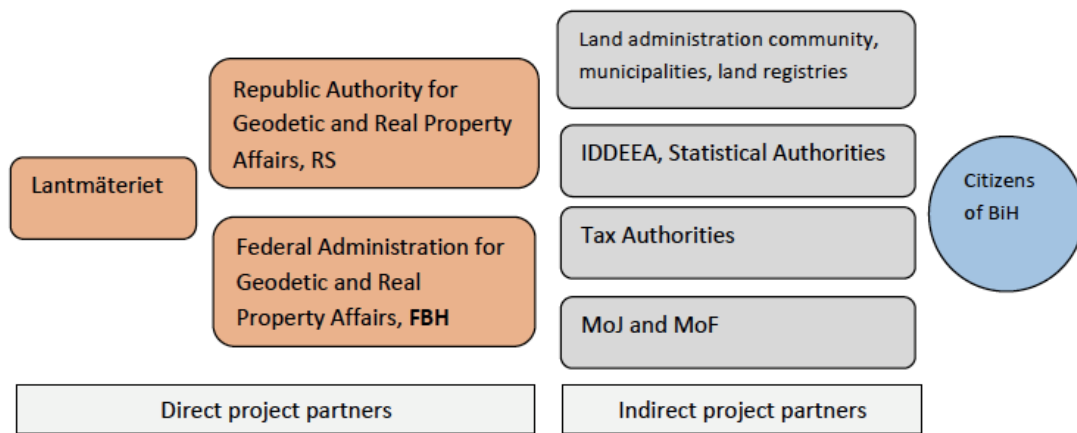
The capacity development focus of the project is expected to lead to sustainable changes in practices among the project partners, the FGA and the RGA. The project main goal is:

- Make the land administration system more efficient, secure and reliable.

In order to reach the project goal, a process of identification of the key components that need to be in place for the GAs to operate more efficiently, secure and reliable was undertaken as part of the original project design. It resulted in a prioritization of strategic project components. The CILAP project contains six components:

1. Support to the strengthening of land administration organizations, development of human resources, relevant legal framework and project management
2. Support to the establishment of address register,
3. Support to the establishment of sales price register,
4. Support to the development of geodetic infrastructure,
5. Support to the development of ICT and geoinformatic's system,
6. Support to the establishment of digital archive, its integration in the business processes and usage in daily operations.

The project aim is to deliver products and services to its indirect partners and other stakeholders in the land administration sector. These include currently the Ministries for Local Government and Self-Government, Ministries for Interior, Agency for Identification Documents, Registers and Data Exchange of BiH (IDDEEA), Tax Authorities, Statistical authorities, Notary Chamber and Public Attorney's office (both in RS) cities and municipalities. Other stakeholders include banks, real estate agencies, and the private geodetic sector, all of which have yet to be involved in the project. Current cooperation practices is usually officially established by signing of agreements of cooperation defining roles and obligations of the parties.

Fig 1. Project organisation

Source: CILAP Project Document – January 2016

The project includes internal factors as quality of project planning, project ownership, resources for planning, leadership etc. The external factors include institutional support and support and cooperation with other national, entity and local authorities. With these factors the project aims to reach project outputs and outcomes that are also in accordance with beneficiaries' needs and their development strategies.

In the CILAP project capacity building activities and measures are addressed in a wider context of developing institutional infrastructures for implementing land and other related policies in a sustainable way.

3 Relevance

3.1 RELEVANCE

The CILAP project aimed to build capacity and transfer knowledge with the overall objective to increase the effectiveness and reliability of land administration processes in BiH. It is aligned to the Swedish strategy “Results strategy for Sweden’s reform cooperation with Eastern Europe, the Western Balkans and Turkey 2014-2020”. The strategy was accepted by the Swedish government in 2014 and continues to focus on strengthening of public administration with a goal to support development of more efficient public administration and delivery of higher quality public services, based on principles of non-discrimination and equal rights with less corruption.

The objectives of the CILAP is in line with and relevant for achieving the objectives of the new strategy. It is especially in coherence with the result areas of support to the integration with the EU and development of a market economy, as well as strengthening of public administration and judicial systems.

The CILAP project was designed also to continue complementing the WB funded RERP, with the development objective to support development of sustainable real estate registration system with harmonized land register and cadastre records in urban areas in both the FBiH and RS.

CILAP is complementary, focussed on providing capacity building and is oriented towards strengthening institutional capacity of involved organizations. Additionally, CILAP is complementing the project of GAs with the Kartverket on Public Services for the Real Estate Market and European Integrations, funded by the Norwegian government, and completed at the end of 2017. In April 2018, a new Norwegian donor project started (2018 – 2020).

The selection of LM as a twinning partner was relevant due to the LM’s regional and international experience and ability to run the capacity building support outside the organization. The advantage was also in using best practice regional experience due to similar historical background and common understanding.

Overall, the CILAP project is considered relevant in regards to the implementation of the Swedish strategy, especially its coherence with the result areas in support of the future integration BiH with the EU, and development of improved land administration system and real property markets, indirectly supporting the prosperity of national economy.

4 Effectiveness

Below is presented the effective assessment of the CILAP addressing the progress and achievement of each of the components of the project. The structure of the assessment is outcome-based, which means that for each outcome under each of the six components the team has assessed indicators, outputs, and factors that have influenced the development of the component and guided by the evaluation questions presented in the evaluation matrix in the Inception Report.

For each component the evaluation (a) describe the development of the component, (b) review progress and achieved results from data collected, and (c) finalise with a conclusion.

The evaluation team has, despite the inconsistencies observed – and discussed in the Efficiency chapter – remained with the original narratives of the long-term outcome and the direct outcome of each component – i.e. as the project itself has identified.

Before embarking on each of the component's effectiveness assessment an overall picture of the numbers of various capacity building events are given in Table 2. The table shows a significant focus on capacity building by the project. The mere numbers are impressive and results of this effort are discussed in the components below. It also presents the distribution of participation of men and women in the activities.

Table 2. Overview: capacity building events 2016-2018

<i>Capacity building events</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2016-18</i>
WS, seminars, trainings/OJT	43	75	64	182
Meetings in BiH	29	44	35	108
Study tours	3	3	3	9
Male participants	664	833	781	2.386
Female participants	667	894	695	2.256
Total no. of participants	1.331	1.727	1.476	4.642

Source: Annual Reports 2016 and 2017 and updated M&E data from September 2018.

4.1 COMPONENT 1

Support to the strengthening of land administration organizations, development of human resources, relevant legal framework and project management.

Long-term outcome: Well-trained and motivated staff capable to support institutional strengthening to carry out an efficient land administration which contributes to economic and social development, a sustainable market and usage of real estates in line with the EU standards.

Direct outcome: GA are founded on results based management, clear procedures to monitor, analyse and follow up quality of operations and improved cooperation between stakeholders involved in land administration in BiH.

4.1.1 Development

According to the annual reports this component is founded on four basic goals:

- to actively participate and support development and implementation of new Land Administration Strategy for BiH, GA strategic business plans, fundamental strategies and action plans;
- to support policy and legal development in order to reach the project / components development objective;
- to act as an umbrella and steering wheel for other components enabling efficient decision making and resolving of problems during their implementation.
- to develop close cooperation with stakeholders (authorities, ministries, banks, ID-DEEA, citizens).

The latter two being mainly a project management responsibility – not a project goal as such but a mechanism embedded in the ToR for the project management. They have been addressed under the Efficiency chapter.

The first two goals are described below.

Long-term strategies and business plans: As one of the purposes of establishing CILAP in the first place was to complement and support the WB RERP. In line with the RERP implementation, long-term strategies for land administration for the two GAs and FBiH MoJ and strategic business plans for the two GAs were drafted in 2016 with the support of Swedish and regional expertise. Regional experts supported further the revision of the strategies / business plans during, and in 2017 the FBiH MoJ and FGA approved the FBiH strategy / FGA strategic - business plan. RGA will approve its strategy / business plan in 2018. LM experts have in 2018 provided IT tools and procedures to the GA managements for monitoring the implementation of the strategies.

Communication strategy: In 2016 discussion and planning for implementation of communication strategies and action plans were carried out addressing internal as well as external communication. In 2016, the FGA accepted the strategy. During 2017 these strategies, according to the annual plan, ‘significantly helped’ the GAs to establish good cooperation with various stakeholders and effective information sharing. In 2017, according to the project, more than 100 press cuts covering the RGA from the printed media of which up to 70% referred to CILAP and almost all of them positively. Several positive press cuts of the FGA and CILAP supported activities in the FBiH were also well noted.

As part of the communication strategy conflict management has been addressed in 2017 and 2018 through various activities, e.g. lectures and interactive seminars targeting FGA / RGA top management and staff. In 2018, a workshop was held to improve communication within the GAs and to the public; how to communicate project result and how to handle conflicts within GA and in communication with customers (i.e. the public and partners). The overall purpose of the training was to enable every staff member ‘to do their job easier, safer and with more confidence’.

HR Strategy: Capacity strengthening on HR development was delivered to top management in the FGA and RGA through a workshop in 2016 and resulted in the creation of final versions of GA HR strategies and draft versions of Employees and Managers policies for both GAs. The working group members were acquainted with the LM documents and procedures in their implementation. In 2017, final discussions took place and HR strategies for the GAs were accepted. The FGA has also finished development and accepted Employees and Managers policies.

Gender, integrity and environmental strategies: Activities in these areas of land administration increased significantly since the initiation of the CILAP and are closely linked to policy priorities of Swedish aid. An Agreement between CILAP and the Swedish Embassy was established in 2016 to cater for these efforts.

The main activities included the development of action plans in 2016 and gender strategies in 2018; the execution of 14 ‘round table’ discussions in selected towns / regions throughout BiH in the period March 2016-September 2018 covered key aspects related to women’s rights on real estate affairs; the production and distribution of flyers explaining the importance of real property registration with emphasis on women’s rights to register their ownership together with men (2016-2017); the RGA prepared and published brochure in 2016 “The Reform of Land Administration - Guide for Citizens” that included a gender component. In 2017 a promotional movie “Who Owns the House“, was produced and widely distributed.

Also, in 2017 the first Conference on gender equality in land administration was organised by the project in BiH in close collaboration with the Swedish Embassy: “The Steps to Equality of Women and Men in Land Administration“ took place on December 12, 2017. The conference gathered over 100 participants from a broad range of stakeholders. In 2017, a Memorandum of Understanding was established between the

Gender Equality Agency and 4 women's groups and internally in the land administration organizations (FGA / RGA) a Women's network was established with a clear mandate and work plan.

During 2017, the two governments of FBiH and RS accepted integrity plans of the two GAs. They include identification of risks for corruption, risk assessment and proposals of adequate preventive, educational and corrective measures. Similarly measures related to an EMS have been developed and applied in both GAs with the support of CILAP. For both integrity and EMS indicators have been defined.

Legal support: During 2016 and 2017 CILAP support was provided to the FGA in promotion of benefits of the proposed new draft Law on Survey and Registration in FBiH. The draft Law aimed to introduce a new cantonal authority that would be exclusively responsible for cadastre and land registry, which remain as two separate registers but within the same authority enabling more efficient work and easier harmonization of data, but was not politically supported.

During 2016, CILAP worked closely with RGA to define amendments to the Law on Survey and Cadastre in RS related to the SPR. The RS Parliament approved amendments to Law on Survey and Cadastre in RS in 2016. Further work was carried out in 2017 on the development of Rulebook concerning the content and conducting of the SPR in the RS. The Government of RS approved the Rulebook in 2017.

CILAP has actively supported other legal framework drafting in connection with the creation of the AR and the SPR.

4.1.2 Assessment

Developing long-term strategies and business plans for public organisations like FGA and RGA are crucial for justifying and understanding their role in the society and their long-term goal for achieving the mandate given to them by the legal framework in force and government agenda. Top management of the two GAs has been engaged in the development process of strategies / business plans and other strategies to become integrated structures in the operation and strategic thinking on land administration of the two GAs.

The evaluation team was informed that regular collegial meetings address strategic issues for updates / changes and during the interviews several staff responsible for the strategies showed dedication and ownership to these and efforts to bring them to effective implementation, especially observable HR development and communication.

During 2017, the communication strategies, according to the annual plan, 'significantly helped' the GAs to establish good cooperation with various stakeholders and effective information sharing. This observation was evidenced as regard to the indirect partners' active participation in the undertakings of the AR and SPR. Similarly integrity / EMS awareness has been delivered and addressed regularly by the project

management and in capacity building events. The positive media exposure of the project since 2017 has created increasing public credibility in the RGA, which was previously troubled by poor managerial reputation. The HR strategy is somewhat limited in its possibilities to address performance and award-like instruments as the two GAs are under the auspices of the civil service codes, which sets the limits for operationalization of such mechanisms.

The activities related to increasing awareness of gender aspects have been impressive during the evaluated period, particularly during 2017. The numerous activities in the area have contributed to creating awareness on women's rights to register land ownership among the women and men in the country.

The efforts made by the project to strengthening and focusing on particular women's rights to register land ownership has been essential as these activities influence positively the vision of social and economic conditions of women, thus reaching out to achieve one of the main project objectives. According to data obtained from the WB mission report dated May 2018, and based on the recorded data status in the registers, there were around 34% of women beneficiaries in BiH. Specifically, in the RS 30% and in the FBiH the figure exceeding 38%.

Assessing the gender activities and their results against the strategic aim of gender equality in land administration, as presented in the Gender Action Plan from 2016, the team observed the following:

The project has contributed to the awareness of importance of women's rights to register land ownership for economic purposes and a rights perspective. It was clear from discussions with gender responsible staff and women civil society organisations that historical and strong traditional and cultural barriers often hinder women to transform their knowledge on land rights registration to actually register their land rights – and clearly expressed in the film “Who owns the house” from 2017, produced with CILAP support. As such, it is likely that the results of the project, in facilitating this process, is minor, but those efforts made are appreciated by those attending the activities, facilitated by a CILAP project management that showed a high level of gender awareness.

CILAP has in its gender activities primarily adopted a targeted rather than a mainstreaming approach, focusing on awareness raising of partners and external stakeholder groups. The gender network of FGA and RGA employees was established and women civil society organisations interviewed showed interest in the gender-land relationship but having their own priorities and limited resources network effects may be limited. Also, applying gender responsive budgeting in LA is not realistic considering the current budgetary conditions of the two GAs. Overall institutionalisation of the gender equality in LA remains to be strengthened.

The gender awareness support provided by CILAP lacked adequate effect monitoring. While bigger and well-promoted events, such as the Gender conference in 2017 was comprehensively covered in the press and on social media the more ‘subtle’ efforts (e.g. the 14 round tables) have not been followed up upon in any significant manner. For effective impact monitoring of these events follow-up data should have been systematically collected.

4.1.3 Conclusion

Indicators and outputs according to the results framework for the component have been almost fully achieved. Regular strategic reviews performed, legal support provided on a needs basis to GAs and cross cutting issues have been addressed. Though, acknowledging, for example, that overall impact of Gender Action Plan is not met, the awareness raising activities focusing on women’s land registration rights may have a limited impact due to traditional and cultural barriers, yet would need more focus and could be strengthened through improved monitoring of activities using, for example, a ‘baseline’ for the data collected at the 14 round tables. Facilitating gender-land awareness with a particular focus on women’s registration of their land rights is best addressed if strengthening land administration organisations would be designed to include cooperation with strong networking between FGA / RGA women groups and external gender organisations and land administration agencies. For example, the land administration organisation can develop its role of reporting gender-disaggregated data and other material that will build measures for transparency and accountability towards HR targets.

4.2 COMPONENT 2

Support to the establishment of AR

Long-term outcome: Central AR established with updated and accurate data publicly available enabling efficient management of land administration and administrative procedures.

Direct outcome: Developed unified process for building of AR for both entities, Web services for dissemination of data and established cooperation and exchange of data with ID-DEEA, municipalities and other stakeholders.

4.2.1 Development

The legal framework for the organization and processing of the AR is different in the two entities. This has required works on customization of the application for establishment, management and maintenance of the AR, including requests for changing and improving the application during the AR establishment at municipal level.

In the FBiH in 2016, 32 out of 79 municipalities engaged with CILAP at various levels of development. In 2017, this number had increase to 53 municipalities of which 39 had signed agreement with the FGA. Since the beginning of 2018, 15 new municipalities have engaged with the CILAP project and a total of 70 municipalities are

now active in the project. Four municipalities have also signed contracts that enabling FGA to disseminate and use the AR data. The data is in the process of preparation and will be included in the upgraded FGA Geoportal.

In the RS, CILAP initiated work with 11 out of 63 municipalities in 2015. As was the case in FBiH, they developed into different stages of the AR project process. By 2017, the AR activities were conducted in 36 municipalities and by September 2018 all 63 municipalities has signed agreements regarding the implementation of AR with the RGA of which 37 signed agreements in 2018. Implementation activities are carried out at different stages in 49 municipalities. 15 municipalities have finished the work on the establishment of the AR system and by September 2018 OJT / instruction has been carried out in 25 municipalities.

Introduction and instructional courses (by the project called OJTs) were held for all municipalities and several large seminars were held for all engaged municipalities in the two entities in 2016 and 2017 to learn and exchange experiences from working with the ARs.

During the evaluation period collaboration took place between CILAP and its indirect partners regarding the development and implementation of the AR. These included the statistics authorities in the two entities, IDDEEA, MoI-RS and the BiH CEC.

4.2.2 Assessment

The development of the AR has been exponential as compared to the planned / expected numbers presented in the result matrix.

From interviews with staff in the two GAs and the municipal employees engaged in the AR process it was evident that the support from CILAP was the main driver in the significant expansion of municipalities involved in the process – municipalities obviously seeing the major benefits of the AR for managing their localities. As of September 2018, more than 300,000 accurate addresses have been entered into unified ARs in the two entities.

The process in the establishment of the AR was facilitated by CILAP and included a systematic and step-wise approach. This included, following a municipality showed an interest, in general, the following:

- initial meetings, challenges identified and observed, agreement entered, working group established with ToR, continuous dialogue,
- analysis of existing settlement systems and in the FBiH development of division plans for streets and squares (harmonisation / definition), application installed and tested and upgraded (by contractor); in RS analysis of existing data and installation by CILAP / RGA and municipalities,
- OJT / instruction (by CILAP), implementation of the AR, maintenance and completion of the AR with all data entered into the unified data base at entity level.

These systematic steps have been followed with dedicated support from a few CILAP and GA staff taking their turn working closely with all municipalities engaged. CILAP's capacity building support concentrated specifically on introducing the AR system, the provision of instructional materials for implementing the AR, including the data entry, and the establishment of a help-desk and automatic notifications of possible changes to the system. For the larger urban areas support was more comprehensive, such as for the City of Banja Luka; here one RGA contracted expert was seconded for more than half a year to assist in the AR process.

The evaluation team conducted a survey of the support provided by CILAP with support from the CILAP coordinators asking about the quality and usefulness of the instructional material as well as the quality of CILAP support. The result is shown in Table 3.

Table 3. Level of satisfaction of instructions and CILAP training to the AR implementation (in %)

	Instructional material		CILAP instruction support	
	RS (N=57)	FBiH (N=24)	RS (=57)	FBiH (=24)
Sufficient	96	87	97	83
Partly sufficient	4	13	3	17
Not sufficient	-	-	-	-

Source: questionnaire Sept. 2018.

The respondents overall considered instructional materials and CILAP support sufficient. The response rate was satisfactory as the municipalities were only given 5 days to return their answers; 35% of the municipalities in the FBiH and a full 90% of municipalities in RS. Still, the response rate was far less satisfactory in FBiH as compared to the RS, and also the answers from the FBiH showed relatively less satisfaction with material and support as compared to RS.

Also questions were asked about the methods / media by which the follow-up / contact with CILAP was conducted. The result is shown in Table 4. Email and mobile / telephone were the main communication lines between the municipalities and CILAP when issues were raised regarding the AR implementation. The help desk was used less frequently which may call for a review of the help desk support for it to become a more attractive to users and a useful support instrument.

Table 4. Methods / media for on-going communication between municipalities and CILAP (in %)

	FBiH (N=24)	RS (N=57)
E-mail	67	70
Mobile/telephone	63	81
Help desk	33	18
No support used	-	9

Source: questionnaire Sept. 2018.

IDDEEA: Collaboration with IDDEEA was initiated in 2016 and have been continuous during the period under evaluation. IDDEEA is responsible for technical management of all citizens' addresses in BiH. Its database was established in 2002 and it is estimated that today approximately 50% of the 3,800,000 citizens in the database have no house numbers defined. The database is in need of a massive update and the AR developed by CILAP is a critical source for IDDEEA. While a few pilot projects on data exchange have been established between CILAP and IDDEEA challenges remain as to systematise and scale up activities because of an institutional complex situation involving the MoI in RS and the Ministry of Civil Affairs for BiH. There is no apparent momentum on these matters at this point.

CEC: Several high level meetings were held between CILAP and the CEC in 2017, with a particular focus the Commission's needs in the process of creating a reliable voters' list based on an updated AR. In this manner confirmation of digital data on voters' addresses is possible which will better determine voters by polling stations thus contribute to executing more free and fair elections at local and national levels. Current challenges as regards improved collaboration between RGA and the Commission rest with fee charges imposed by the RGA for its data as they are prescribed by law. The same charging issue relates to the Associations of Municipalities and Cities.

Statistical Institute of the RS: The Institute started cooperation with the RGA in 2011 on data preparation for the 2013 census of population, households and housing. They have intensified cooperation since 2015 on the creation of the environment for organized approach to definition of settlements, streets and house numbers before they are approved and entered into the AR. CILAP was the key partner who managed to establish cooperation between different entity institutions, and respected their structure and responsibilities. In 2017, as a result, the Statistical Institute of the RS and RGA signed an agreement on cooperation. A multidisciplinary working group (two representatives of the following institutions: RGA, Ministry of the Local Governance and Statistical Institute of the RS) on the AR was set-up and maintenance was established and contributed to good solutions and results achieved with respect to the AR methodology and software solution.

Ministry of Interior (MoI RS): The Ministry is authorized to issue personal documents, including personal IDs, and registration of permanent and temporary residence. To confirm the residence, they need RGA records and the newly established AR, supported by the CILAP. By getting the RGA data online, this will increase their efficiency, simplify procedures for their clients and make clients' applications cheaper. An agreement on cooperation and data exchange with the RGA was signed in August 2018, again facilitated by the CILAP. Piloting will be executed in the City of Trebinje and the municipality of Modrica. Based on experience and results gained in the pilots, the MoI will adjust legal instructions, where required, to be able to fully implement the new data exchange approach.

The MoI is very keen on development and usage of various web services in daily operations. Currently, they cooperate with the Ministry of Local Self-Government on the development of different services, important for the citizens. They are currently also involved in the technical infrastructure set-up activities which will enable issuing of digital certificates. For the future, the MoI would be keen on issuing personal IDs to babies in hospitals when they are born, without unnecessary time-consuming requests to responsible institutions.

Federal Statistical Institute, FBiH: The Institute has collaborated with the FGA since 1991, and more intensively on boundaries of settlements and addresses since 2011. They worked together on the preparation of cartographic materials used in the 2013 census of population, households and housing. They used previously captured data on spatial units and addresses in a digital form, however realized that many settlements existed with streets without names and without house numbers assigned, which caused big problems in the census implementation. The Institute is well aware that a reliable AR is a precondition for a reliable register of the population, which they use for the execution of censuses. They appreciate the CILAP support in these activities, and they also expressed their interest in the new SPR data. They are interested to get a web service to the ARs in both entities. They already started with the preparation of a new census of population, households and housing, which might be organized around 2023 (no formal decision has been taken yet), and new AR data covering the entire country would be very useful.

City of Banja Luka, Department of Public Services and Utilities, RS: The head of the Department of Public Services and Utilities of City of Banja Luka and his staff expressed great appreciation to the RGA and CILAP support in introducing the AR in the City of Banja Luka. The AR has a great potential for its use in all applications dealing with addresses. Together with CILAP the city plan to organise a raising awareness event on the AR and its benefits for the mayor and other city administrations in November 2018. They successfully introduced 647 streets in the AR with the support of an RGA contracted employee in the last six months. 30 new streets are under approval which will further improve the numbering of houses and address locations of the population.

4.2.3 Conclusion

The process of the establishment, implementation, maintenance and completion of a unified AR in both entities have been impressive; from zero and minor interest among municipalities in the beginning of the project to a full coverage of all municipalities in the process of establishment of the AR in the BiH by September 2018. In this process 280 municipal staff have been trained / instructed and more than 300,000 accurate addresses entered in the AR database for both entities – a remarkable achievement. Still in the exchange of data between key stakeholders challenges are evident while development towards publicly displaying AR data is on-going. Institutional collaboration has been effectively facilitated by CILAP in which an increasing number of indirect partners takes part. The collaboration is gaining momentum and is currently at different levels of development with various indirect partners involved.

4.3 COMPONENT 3

Support to the establishment of sales price register (SPR)

Long-term outcome: Contribute to the establishment of stable and transparent property market which will lead to more secured investments and economic development.

Direct outcome: Centralized Sales Price Register with developed web services publicly available for professional and other needs providing correct and reliable data of property transactions.

4.3.1 Development

The activities in 2016 started with the development and testing of the SPR IT system resulting in the various demands for the improvement of SPR IT solution and its customization in accordance with RGA and FGA needs. Creating an SPR in the FBiH involved institutional challenges in working with two groups of stakeholders, i.e. the tax authorities and the municipal property valuation commissions. Two separate SPR IT solutions were eventually completed. Legal barriers were also encountered in RS yet successfully addressed by the introduction of Amendments to the Law on Survey and Cadastre giving RGA the jurisdiction over the SPR. An agreement on cooperation on the SPR was signed in November 2016 between the FBiH Tax authority and the FGA.

In 2017, the work on the SPR took off in both entities. Commitment by the FGA and the CILAP team led to the involvement of 43 FBiH municipalities and expressing of interest by additional 14 municipalities. By 2018 the SPR system is in use at 79 locations (79 tax authority offices and 69 municipal offices); and in June 2018, FGA and FBiH Tax authority launched public access of the SPR application. Municipalities and the tax authorities are both direct users of the SPR application. Other public institutions requested data and expressed satisfaction with it, including the Ministry of Finance of Canton Sarajevo.

Likewise, in 2017 the work on the SPR took off in RS even more speedily than in the FBiH, after it was piloted in October 2016 in the RGA local office of Trebinje. By 2018, all RGA regional offices are included in the SPR activities and each sales contract submitted to the RGA is entering into the SPR system. Also, the RS government adopted a Rulebook on the content and conduct of the SPR. In November 2017, the public access of the SPR application was launched by RGA; and semi-annual reports incl. analysis, are now produced. The data from the sales contracts related to the price, area and type of real estate are now publicly available on the official RGA website. Including the FGA queries via web-service reached more than 23,000 in September 2018 and approximately 36,000 sales contracts entered into the SPRs.

Capacity building events have been carried out continuously in both entities throughout 2017 and 2018. In the RS, focus has been on the ‘usage of SPR IT system, presentation of a questionnaire which must be fulfilled by the parties during the submission of contracts at the reception office, the method of registration of sales contracts as well as the most efficient working procedures’ (Annual Report 2017). A total of 462 GA staff were trained by September 2018.

During the evaluation period collaboration took place between CILAP and its indirect partners regarding the development and implementation of the SPR. These included the Notary Chamber and the Public Attorney’s office, both in RS.

4.3.2 Assessment

The development of the SPR has been exponential as compared to the planned / expected numbers presented in the result matrix. The result of the SPR process and its achievement is spectacular in that the objectives of the component to a large extent have been achieved. As of September 2018, more than 36,000 sales contracts have been entered into the SPR system, yet not all verified by the two GAs, and in RS semi-annual analytic reports are developed and publicly accessible. The reports have drawn public attention and were published by more than 20 leading nationwide TV stations, newspapers and portals.

CILAPs support has been instrumental in the development of the SPR. This was confirmed clearly based on interviews with staff of key stakeholders, including staff of the two GAs, the local and central tax authorities and the municipalities of Kisejlač and Ilijas. Also, ‘new’ customers to the SPR system in the RS included the Notaries and the Public Attorney’s office stating that their support from CILAP has been useful and facilitated their access to utilise effectively the SPR system. The continuous support to improving the SPR application, system maintenance, equipment donations and user training and capacity building has been pivotal for the success of the SPR implementation.

As was the case with the AR a systematic and step-by-step approach was applied in the process of establishing the SPR, yet different and more institutionally complex in the FBiH than in RS since it involved the FGA, the central and local tax authorities and municipal property valuation commissions. In the RS, sales contracts are entirely handled and administered within the local RGA office.

Study tours to Sweden, Slovenia and Serbia covering themes related to the SPR development were reported to have inspired for applying best practices and facilitated new thinking about on how to develop further the SPRs into a more complex mass valuation approach.

As regards the CILAP delivered training / instruction among the GAs’ staff and users of the SPR, the evaluation team conducted a survey putting simple questions about the quality and usefulness of the instructional material as well as the quality of CILAP support. The result is shown in Table 5.

Table 5. Level of satisfaction of instructional materials and CILAP support to the SPR implementation (in %)

	Instructions on collection of data using the SPR system (FBiH) / Questionnaire for data collection (RS)		Quality of training re the use of SPR Minutes format		Use of the SPR application	
	FBiH (N=53)	RS (N=69)	FBiH (N=53)	RS (N=69)	FBiH (N=53)	RS (N=69)
Clear	87	81				
Less clear	9	19				
Not clear	4	-				
Sufficient			76	80	77	80
Partly sufficient			26	19	23	20
Not sufficient			-	1	-	-

Source: questionnaire Sept. 2018.

Instructional materials, including questionnaire for data collection was considered overall clear by participants in both entities. Likewise, the quality of training for the municipal property valuation commissioners using the minutes for assessing the value of the property inspected was considered overall sufficient, yet one in four considered training less sufficient in the FBiH.

Also questions were asked about the methods / media by which the follow-up / contact with CILAP was conducted. The result is shown in Table 6. Mobile / telephone were the main communication lines between the SPR users and CILAP followed by e-mails when issues were raised regarding the SPR implementation. The help desk was, as in the case of the AR, used less frequently. Improving a more user-friendly help-desk may increase its use reducing staff time at the two GAs. The amount of time spent by GAs' staff on answering questions and communicating using e-mail and telephone should be assessed.

Table 6. Methods / media for on-going communication between SPR users and CILAP (in %)

	FBiH (N=53)	RS (N=69)
E-mail	57	44
Mobile/telephone	81	73
Help-desk	15	15
No support used	9	13

Source: questionnaire Sept. 2018.

Notary Chamber (RS): The notary service is a public service carried out by notaries, who are independent and self-reliant service-holders. The Notary Chamber of the RS represents notaries before the relevant authorities, preserves the dignity and rights of the notaries, makes sure that the notaries carry out their duties ethically, responsibly and lawfully.

One of the legal transactions requiring mandatory notarization pursuant to the Law on Notaries, are legal transactions governing real properties. This means that the final stage in the real property transaction before registration, occurs in the notary office. The Law further requires delivery of signed notarized contracts in paper form to the Tax authority. The Notary Chamber was interested to get a direct access to the SPR application and keen on using values of real properties rather than Tax Authority values of real properties, conditional to legal changes. In return, they would be interested to start piloting of this new approach, supported by CILAP, e.g. an electronic submission of signed notarized contracts to the RGA directly, together with a filled in questionnaire on real properties. If piloting produced good results, acceptable for both sides, they would initiate changes to the legal framework. It was agreed that by the end of 2018, CILAP in collaboration with the RGA, would organize a seminar for the Notary Chamber members to discuss notaries' needs and demand versus RGA data and services availability.

Public Attorney of the RS: The Public Attorney is a self-governing body which, in the proceedings in front of courts and other competent authorities, undertakes legal remedies for the protection and realization of real property rights and interests of the represented entities and other matters determined by law. The represented entities are the RS, local self-government units, their organizations and some others noted.

The Public Attorney's office expressed appreciation to the newly established SPR in the RS with information on sales prices of real properties. They were informed about the SPR by newspapers and Internet, publishing the news on the public access to the SPR in November 2017. The office is involved in establishing the value of real properties in the expropriation (roads, for example) and in defining the reimbursement cost to the owners of real properties. By having an evidence-based information on the transacted sales prices, they can competently discuss with the owners regarding their offer, which is much more reliable compared to the some-times subjective estimates of court real property valuers. Since December 2017, they requested the RGA 7-8 times for copies of sales contracts in the expropriated areas. Currently, as legally required, they still have to work with paper, and might change to digital in a longer run.

4.3.3 Conclusion

Significant achievement was made by CILAP in developing and implementing the SPRs in FBiH and RS; initiated and put into operation using standardized procedures for data entry, maintenance and with public access. Institutional collaboration with the Notary Chamber and the Public Attorney's office in the RS has been facilitated by CILAP, the latter interestingly through the result of the media coverage of the launching of the SPR in November 2017. In FBiH, close institutional collaboration with the Tax Authority and municipalities formed an important part of the business process.

4.4 COMPONENT 4

Support to the development of geodetic infrastructure

Long term outcome: Provide the land administration and mapping sectors with reliable and accurate data for surveying and other needs with full compliance with European reference systems enabling comprehensive geodetic European integration of BiH

Direct outcome: More accurate, reliable and fast survey (including heights) in real time for cadastral, engineering and environmental purposes

The “Strategy for implementation of new reference systems in the RS and FBiH” provided the basis and roadmap for the implementation of the systematic renovation of basic geodetic system and geodetic infrastructure. It was developed and approved during CILAP 1. The upgrade and renewal are required and stimulated by various factors which were considered by the project in close collaboration with both GAs. A vision was followed to create a modern geodetic infrastructure linked to the neighbouring countries and European networks as a basis for all types of surveys, allowing precise, reliable and fast measurements in real time for primarily cadastral, engineering and environmental purposes. To this end, a standardized georeferenced basis should be provided as part of the European.

CILAP supported the preparation of a Draft Rulebook on Basic Geodetic Works in the FBiH, and a Draft Revised Rulebook on Basic Geodetic Works in the RS, which both needed minor considerations to be finalized and adopted.

Following detailed analysis and priorities in the implementation of new reference systems, the FGA, RGA and CILAP in 2016 focused on the preparation and of the Harmonized Project for the High Levelling Network (NVT) in the FBiH and RS, adopted by GAs’ management. This decision consequently resulted in a change of the linked indicator from Detailed gravity network for BiH realized into an indicator: Recognition and stabilization of landmarks for NVN3.

In 2016, the inventory of NVT1 / NVT2 network points in the FBiH and RS was completed. Further on, more technical work, expertise and joint effort resulted in the Detailed Technical Specifications for the new NVT3, adopted and approved by GAs’ management in the beginning of 2017.

These specifications were a basis for tendering and selected contractor in the FBiH stabilized / renew 33 fundamental and 2,350 working landmarks by the end of 2017. In RS, the RGA initiated a tender procedure for recognition and stabilization of the NVT3 in 2018. However, the tender was interrupted by a complaint to the BiH Procurement Review Body who cancelled the tender in September 2018. The recognition and stabilization of NVT3 will also be executed in District Brcko who’s experts cooperate well with both GAs and the project. Once all preparatory works are implemented, the realization of the NVT3 could be tendered.

These works require high investment which could not be covered neither by the current CILAP nor by the budgets of the GAs. Discussions with the Ministry of Civil Affairs (interest because of natural disasters, floods) and Norwegian government are on-going, but have not reached an agreement yet, which might represent a risk that activities are not completed by the end of CILAP; thus two indicators are not met: financial support available for the realization of high levelling network and connection to the European reference systems.

In 2018, in FBiH, the revision of the Gravity survey project is on-going, and tender documents for works on gravity survey and GNSS measurements on the NVT3 were prepared.

Both GAs are also involved in regional discussions with the Kartverket and Norwegian government on funding of a regional initiative in the Western Balkan for the high precision geoid determination. Once this project is approved, as expected, it will take more than one year to implement. Consequently, already at the time of this evaluation, it seems that CILAP indicator Determined Geoid for BiH will not be met. As noted, the reason will be outside the domain of the project, and this indicator, if Norwegian funded initiative will be approved, might be cancelled.

4.4.1 Assessment

Setting-up a modern geodetic infrastructure is a long-term, time and funds consuming exercise and very specialized technical set of activities, which in the extent of CILAP will only be able to cover part of the urgent activities. Due to dependency of other donor projects and their expected results, as explained above, it seems that, by the end of CILAP, not all outcomes and indicators could be successfully met.

The GAs, CILAP management and professional staff made a remarkable step forward in the area of setting-up strategies of new reference systems and by starting their implementation, in line with the International Association of Geodesy recommendations, guidelines and related resolutions. International support of recognized experts and scientists was crucial for making the first steps towards recognizing the European standards and best practices.

CILAP and the GAs' activities focused on the implementation of the vertical component of the reference system which was without a doubt the most obsolete. The work undertaken and capacities built are a good base for further implementation which requires significant donor funding and further capacity building support.

4.4.2 Conclusion

Basic geodetic infrastructure is the key for all spatially referred phenomena, data, records and registers to be correct positioned in the space / environment. In BiH, in spite of a technical gap, partially outdated geodetic infrastructure framework, lack of national funds and modern knowledge and skills in public and private sectors, good progress has been made in the last years. Without good foreign support and guidance, and understanding and commitment of the GAs management, these steps would

not have been possible. Both GAs received a mandate from their competent governments to lead and coordinate the establishment and implementation of spatial data infrastructure, which represents an additional requirement to put into shared use the standardized geodetic and spatial data built upon the geodetic infrastructure.

4.5 COMPONENT 5

Support to the development of ICT and geoinformatic's system

Long term outcome: Access to GA services is through Intranet / Internet, application and other requests possible to follow up by case numbers which contribute to transparent registration procedures.

Direct outcome: More efficient organization through improved internal and external communication secured and updated information which is offered to public via e-services.

4.5.1 Development

Nowadays, only stable and advanced ICT and geoinformation environment enables cost-effective and trusted implementation of GAs' mandate. Smooth operations, transparency and quality data delivery to internal and external users at local, national and European levels, by using different channels, are among the very basic requirements for these systems. Operations and development are guided by legal regulations on one hand, and by strategic governmental and institutional documents defining long-, mid- and short-term priorities on the other.

A new Strategy on ICT for land registry and real estate / land cadastre in the FBiH for the period 2018-2028 is under preparation, and a new RGA ICT Strategy for the period 2019-2028 is in a tendering procedure, both supported by the RERP funding. The previous ICT / Information Management Land Registration and Cadastre Strategy for the FBiH expired in 2017, as well the RGA Strategic Study on Geoinformation System Development dated 2008. Draft FGA and RGA ICT strategies were prepared in 2014 with the support of the CILAP 1 and Norwegian project funding. Design and development of new applications and services supported by the project require therefore more attention and appropriate decisions taken by the GAs' management within the current legal, organizational and technical circumstances and by following the future strategic orientation. In this specific situation, the support of the skilled LM ICT specialists has been of important value and benefit for both GAs.

Working teams and LM experts were, among others, to be involved in all CILAP activities related to the preparation of technical specifications for development of different applications (i.e. AR, SPR and DA), to monitor development, test applications and participate in the maintenance. Several specialized training sessions were organized for GA's staff on site and in Sweden with the aim to ensure sustainability and efficiency of the ICT systems. Development of Intranet for the purpose of managing, controlling and supporting business activities and daily activities of GAs' employees is on-going mainly based on the LM's experience.

The project provided permanent support to GAs' ICT teams to keep up with the new technologies, services and trends in the field mainly through workshops and study tours. GAs' ICT departments and LM's ICT experts were deeply involved in all CILAP ICT-related tasks in the: (i) Component 2 on the AR (software development supported by CILAP), (ii) Component 3 on the SPR (software development supported by CILAP), (iii) Component 6 on the DA, where software development was supported by Norwegian funding; and (iv) integration in related business processes. GAs' ICT employees are in regular contacts with the LM's ICT experts to obtain best practice advice and guidance on a need basis.

These three applications supported technically the transition of existing unorganised and inaccurate paper-based data collection and management to a more organized and standardized way of dealing with data, by offering the possibility of more efficient data management and data sharing. In turn, this comprehensive change resulted in improved efficiency, rationalization and simplification, both internally as well as with the clients.

CILAP also financed development of an application for public display of cadastral data "eKatastar" in the RS, which was successfully launched early in October 2018. At the end of 2017, two new e-services were developed which attracted 25,000 users.

4.5.2 Assessment

Land administration organizations want to become more efficient, cheaper, transparent and user friendly; and ICT is one of the major facilitators to the process to be accelerated. In BiH, with the support of LM twinning arrangements, both GAs and their management structures become aware of importance of appropriate ICT policy including its strategically and operational aspects. The current lack of formalized strategic ICT orientation is expected to be covered by new strategic documents under preparation, in 2019.

The evaluation team examined, among other documents, the ToR for Development of SPR Software for both GAs dated September 2015, consisting of well-drafted Technical specifications and system architecture, Project requirements during development and implementation of the system and Testing of the SPR application. A separate Plan of testing the SPR application for both GAs dated March 2016 was also developed due to the complexity and importance of this application and over one hundred of potential concurrent users. Further on, the ToR for Testing the SPR application in pilot areas of the FBiH dated June 2016, and Maintenance and improvement of SPR functionalities in the FBiH dated November 2017 were also examined. The SPR FBiH Data model image dated October 2017 was shared with the evaluation team. The evaluation team considered that reviewed documents were an appropriate base for development of SPR applications, and confirms that creation of applications was professionally set.

The evaluation team was pleased to see that the December 2017 Maintenance and improvement of the SPR functionalities in the FBiH contract signed between the CILAP, on behalf of the FGA, and the service provider included conditions on the ownership of the application and related deliverables. It was noted that the SPR application, all studies and other materials prepared by the contractor belong and remain the property of the FGA, including the source code of the SPR application, database schemas, user's manual and guidelines. These obligations are the key for the future software maintenance and a better ground for sustainability of applications after the CILAP close, which confirms correct decisions taken by CILAP and GAs.

Development of AR applications started during CILAP 1. The evaluation team examined the maintenance contract for the AR in FBiH, signed between the CILAP and service provider in October 2016. Ownership of deliverables and materials is assigned to belong to and remain the property of the CILAP. However, the FGA CILAP coordinator confirmed that all source codes and relevant software development documentation were handed over to the FGA and are stored safely at the FGA. In the RS, the AR maintenance contract dated December 2016, assigned the ownership of the AR application, all related deliverables, the original source code with all changes of upgrades, database schemas and user's manuals and guidelines to the RGA. As noted above, these contract requirements are of extreme importance for future software development and sustainability, and decisions taken by project partners in this respect is found correct.

The evaluation team also examined the AR application user manual produced by the contracted service provider for FBiH dated November 2016. It was noted that the manual was not updated with changes since 2016, which are suggested to be incorporated on a change basis reflected in the work of application users.

The capacity of GAs' ICT and geoinformation departments including the temporary employed consultants, seems to be at limits comparing to many areas of activities requiring continues support and intervention. Despite of a limited number of ICT staff in both GAs, the evaluation team got the impression that both teams are dedicated and efficient in operations and were able to adequately support in CILAP initiated ICT-related activities. However, the current size of GAs' ICT departments without counting the temporary employed consultants, and operating within the severe budget constraints is not promising for the near future without continuation of additional external support or drastic increase in staffing and budget support.

4.5.3 Conclusion

BiH with its public sector institutions is slowly following achievements reached in more developed countries, and land administration systems development follow the same path. ICT activities under this component were not just about the hardware and software but importantly included business processes reengineering, and understanding and supporting different users and their requirements. Once the new GAs' ICT strategies are drafted in 2019, the approaches will need to be reviewed and potentially adjusted if appropriate.

More advanced GAs' ICT environment and new ICT solutions contributed to improved governance. Newly publicly accessible data and information minimize corruption. Customers in BiH want to be served in a professional way, with user-friendly tools and one-stop-shopping (integrated service delivery). Delivery of information is requested to be timely, up to date, reliable, complete, accurate, relevant and, if necessary, customized and well-integrated with other relevant datasets from other stakeholders. Stakeholders and customers are oriented into the future, and on an ever-increasing scale require electronic conveyance techniques such as electronic signatures, encryption, hash values and measures against bit loss.

4.6 COMPONENT 6

Support to the establishment of digital archive (DA), its integration in the business processes and usage in daily operations.

Long term outcome: Geodetic authorities provide transparent, efficient and effective public services and preserve original documents in digital form.

Direct outcome: Established Digital Archive which contributes to effective land administration and easy access to documents for case handling and for the market actors.

4.6.1 Development

Archives of administrative and legal documents and cadastral maps have an important role in the land administration system, as well they contribute to its reliability and security. They date back to late 19th century. They serve as a basis for stable social functions and protection of rights of citizens and real property rights owners. GAs' and land registry (FBiH) archives are often used in the procedure of updating and registering changes in the real estate cadastre, (land) cadastre and land register, and for clarifying historic property rights relations of real properties. DA will not preserve only the paper archives, but will also enable access and facilitate the use of archive documents.

In 2014, both GAs' managements approved the relevant entity Strategy for DA, prepared by the support of the CILAP 1. To a limited extent, DAs will be also covered by the new Strategies on ICT for land registry and real estate / land cadastre in the FBiH and RS, developed under the RERP, and expected to be finalized in 2019.

In this component, close collaboration with the Norwegian project was established during CILAP 1. Norwegian funding supported the preparation of a System architecture and technical requirements for the DA and Document Management System (DMS) in 2015.

CILAP was envisaged to provide expertise, to monitor processes and to perform capacity building of both GAs. Strong CILAP support was planned for the period of DA and DMS development and its further installation, testing and usage, as well as in the

implementation of DA pilot projects in both entities. Various complementary activities were planned, including archive data capture, validation and quality controls, analogue paper preservation and conservation, design of methods of existing digital information import to DA, planning the scanning / conversion centre for the full-scale production; designing web services for dissemination of DA to stakeholders and public users; implementation of the scanning / conversion centre, executing a study on electronic signatures, etc.

The Norwegian tender on the System architecture and technical requirements for the DA and DMS was cancelled in February 2016, due to a largely underestimated projected contract price. As a consequence, technical specifications were reduced and modified in both GAs in 2016, supported by CILAP. Implementation of DA pilot projects was initiated in 2016, i.e. in the municipality of Gradacac, at the Land registry of the Municipal Court and at the Municipal department for geodetic and real property affairs, in the FBiH; and in the municipality of Laktasi, in the RS. New scanning methodologies and organization of scanning activities have been supported by project workshops, and study visits organized in 2016.

Two procurement procedures with simplified technical specifications for the system architecture and technical requirements for the IT system for DA in the FBiH and RS were launched with Norwegian funding in 2016, and successfully completed in the beginning of 2017 with the selection of two service providers, one per each entity GA. Both GAs were working closely with the contractors, and CILAP with the expert of the LM who was in charge of the quality control. Development of both DA IT systems was completed by the end of 2017.

In 2017, the RGA management supported initiative and in collaboration with the RGA regional and branch offices prepared a detailed inventory of all RGA analogue documentation that required scanning. This represents in total 5,394,703 documents and 40,283,164 sheets. The analysis concluded, that 10 years is needed to scan all inventory documents, and no information was shared on how many staff and production units are required to meet this target. In 2017, a new RS scanning centre was established at the RGA headquarters in Banja Luka. In 2018, five RGA scanning centres are operational and following the installation of the RERP funded scanning equipment in the RGA regional offices, four additional centres will be put in operation. In July 2018, the new Law on changes and amendments of the Law on Survey and Real Estate Cadastre introduced RGA jurisdiction under digital archive establishment and maintenance. At the time of the evaluation, about 100 technical staff were hired by the RGA to perform scanning activities. Scanning works seem to be well organized by having methodological, training, quality control and supervision guidance in place. All RGA scanning activities are coordinated by two RGA enthusiastic and straight-forward oriented employees.

In April 2017, all Gradacac Land registry archive materials have been scanned and equipment and staff were moved to the Gradacac Municipal department for geodetic and real property affairs to execute the scanning pilot. An additional scanning centre

has been established at the FGA headquarters in Sarajevo, and two consultants have been contracted to execute activities. In 2018, about 50 additional FBiH municipalities expressed interest to execute scanning of geodetic and real property registration archives by using a newly developed DA IT system. Priority municipalities are planned to be selected and works executed with Norwegian and CILAP support. In addition, in 2018, the RERP will finance scanning of some land registry documentation at FBiH municipal courts and cadastral documentation at the municipal departments for geodetic and real property affairs. All FGA scanning works are coordinated by a FGA employee with the support of a CILAP hired consultant. Lack of staff in the FGA and municipalities to coordinate and support these activities was identified. At the end of 2017, as a result of above describe activities, 120,000 documents were reported scanned by the two GAs.

4.6.2 Assessment

The aim to establish an efficient and effective land administration organization could not be materialized without taking care of its archive documentation. The goal of the BiH GAs was rightly approached by establishing a system for digitization of all relevant FGA, FBiH municipal departments for geodetic and real property affairs, FBiH land registries; and RGA archive records, and by building capacities. In these activities, the GAs could involve the private sector capacity (this approach seems to be implemented in the FBiH by using the RERP funds), which could bring added value by creating skills and good practice outside the public sector. Based on experience in many countries, the private sector is able to perform archive scanning of one-time activity per organization with sufficient trust and success, all under guidance and supervision of land administration organizations.

The evaluation team was pleased to see further development and operationalization of scanning activities as a CILAP 1 continuation, managed and coordinated by both GAs. They are supported by Norwegian donation, CILAP and RERP. Several training sessions and study tours to Sweden and in the region, supported by the CILAP, were organized with the aim to bring this new knowledge and practice into the GAs' operations to be able to fulfil their organizational mandate. All staff interviewed greatly appreciated the CILAP managerial and technical support and cooperation.

The results are visible and countable. Good cooperation of the GAs' ICT and technical staff employees, supported by the CILAP consultants, has been established with the service providers funded by the Norwegian project, implementing the DA IT systems in both entities. The evaluation team was informed that the RS DA IT system is not fully operational yet, with on-going modifications and upgrades, and not in official use. Interoperability with other IT-related systems is expected to be assured. It would be desirable, that Norwegian funded service provider successfully completed his assignment soon to enable more efficient scaling-up production in the RGA organisation.

There might be a need to review both GAs' DA strategies adopted in 2014, and to prepare the GAs' roadmaps for the follow-up activities including scenarios (mainly with respect to the potential future funding). These strategies are suggested to be harmonized with the governmental directions and GAs' strategies, including the new strategies on the ICT for land registry and real estate / land cadastre, currently in preparation. A strategic decision could potentially be taken with respect to what extent activities are planned to be executed "in-house" and to what extent they could be outsourced.

Once a decision is taken to involve the private sector, this information should be shared among the business society to extend the private sector market base, and an adequate training should be preferably offered. When planning the in-house production, one of the important drivers besides the human resource capacity, is planning of the investment on equipment required, by a future vision of the post-scanning period.

Lastly, for both GAs and the FBiH municipal departments for geodetic and real property affairs and FBiH land registries, it would be desirable to introduce scanning of incoming documents very soon to avoid creation of new sets of analogue documents requiring scanning in the near future. GAs did not share the FBiH or RS DA strategic, methodological or quality control materials or specifications of installed DA IT systems with the evaluation team; and shared a Development of Digital Archive IT System, System Architecture and Technical Requirements document produced under the Norwegian funding in 2015, which was not implemented due to reasons described above.

4.6.3 Conclusion

Notwithstanding a few observations and suggestions with respect to the future development of scanning activities, there is no doubt that achievements under this component are extensive and in line with the projected outcomes, and seems to be able to meet the targets. The educated staff in support of this component is skilled, knowledgeable, dedicated, ambitious and results oriented which guaranties a successful continuation of cooperation and implementation.

Organization, management and digital transformation of old paper real property and other types of analogue information and data in any institution requires a strategic reflection and reasonable investment into activities. Advantages are not only in preservation of archival materials representing in many cases the cultural and historical heritage, and clearing office premises space of archive materials, but are much broader. DA with well-organized and searchable data and information is expected to enable quick and easy access for variety of users through the internet, transparency in access to data and information, increased work efficiency on the data provider and user sides, and reduced consumption of paper and energy, and bringing positive impacts on the environment protection.

Great effort of all partners involved under this component has been invested in designing and directing these new activities in BiH land administration. With the final tuning in organizational, methodological and technical environments, a baseline for scaling-up activities towards achieving the long-term goal will be set. Support of all donors is of a crucial importance to ensure a reasonable and internationally compared approach, bring new knowledge and skills and at the end to financially support the project.

5 Efficiency

Efficiency measures the outputs, qualitative and quantitative, in relation to inputs. It is an economic term that signifies the degree by which the project should use the least costly resources possible (funds, expertise, time, etc.) to achieve the desired result. Therefore assessment of efficiency frequently requires the comparison of alternatives to achieving the same outputs, a question also raised in the ToR. It was possible to identify land administration projects in the region however not possible to track down or access financial data from similar types of capacity building programmes either as a part of land administration projects or as ‘separate’ capacity building projects.

Other project properties however can be applied to assess project efficiency. These include, project design and planning; implementation and management; monitoring and evaluation; and technical assistance (TA) provided (LM and regional experts). We have addressed some of these below:

Design: The design of the CILAP was developed based on the completion report of the CILAP 1 report produced by the CILAP team in 2016 as well as the conclusion of the Review undertaken in 2015. The evaluation team finds that keeping the overall objectives of the CILAP project intact was natural as the project was initially to be implemented over a 6-year period. Also, the merging and composition of new components were well designed and proved an all-embracing understanding of what activities and outputs that would be needed to lead the project’s main goal and long-term impact to a successful end.

Intervention logic: The breakdown of the intervention logic into long-term outcomes and direct outcome per component has blurred the picture of progress and achievement measurement – the narratives not being clear and consistent. This has not had any significant influence on project implementation and the measured achievements. Yet, inaccurate narratives make the intervention logic less useful as a management tool. Simplifying narratives and the levels in the intervention logic is often a benefit for managing projects effectively and efficiently.

Important indicators have been developed and measured systematically throughout the CILAP period. Several indicators under the crosscutting themes appear to be irrelevant / overdone. While changes in the development and management of indicators were observed in Component 4 the CILAP management should have more regularly updated and assessed the continuous importance of the indicators used. The result matrix is a dynamic document in which numbers of indicators can (and should) vary during the course of the project’s lifetime.

Effect of capacity building: The effect of the comprehensive capacity building efforts provided by the project has been positive in that the CILAP effectiveness shows successful achievements (see Chapter 3). While there is indications of effect from the large events via press releases and public feed back (see below on visibility) there is too little documentation of the effect of other capacity building events (as mentioned in the case of gender activities in 3.1). Taking point of departure in the four different types of capacity building provided by CILAP and mentioned in the Methodology, this is confirmed (Table 7).

Table 7. Effect assessment of capacity building types

Capacity building type	Effect assessment
Technical knowledge transfer and dialogue LM-GAs	Taking place in two forms: through seminars / workshops carried out in BiH / region and communication on a needs basis between the twinning partner in Sweden and the FGA / RGA staff. The latter is not feasible to assess the quality of but remarks from the FGA / RGA staff and management state that TA support has been excellent (even ‘awesome’ in some cases) causing significant skills enhancement of the staff of the two GAs. The effect of the former has not been adequately recorded thus difficult to assess. M&E tools that indicate not only learning but useful application and the usefulness of gained skills in the workplace should be adopted.
GA organisational strengthening	Most of the capacity development aspects relate to the strategies, plans, human resources, gender, integrity, environment, conflict management and IT. While CILAP has transferred knowledge and delivered organisational tools for enhancing the organisational performance recorded documents are few. Anecdotal evidence from interviews hints that CILAPs support has strengthened the performance of the two organisations.
OJT / instructions for GAs, municipal and other staff / stakeholders	Standardised instructional materials have been used targeting GAs staff, municipal staff and staff at the local tax authorities. The survey conducted shows that overall the OJT / instruction has been effective and that performance of their tasks in relation to the implementation of the AR and the SPR has been acceptable. Less than 20% of the survey participants are still not fully capable of performing their tasks to a satisfactory level (ref. Comp 2 and Comp 3 sections). An assessment of the quality and usefulness of digital help-desks, which are currently not sufficiently utilised by its potential users (for example, only 15% are using help-desk when contacting CILAP for the AR) should be considered.
Training / awareness raising of the users and the public	Awareness raising events have included numerous activities, particularly in addressing gender equality (conference, film, flyers, round tables, etc.) but also on the two key products of the CILAP project, the AR and the SPR. Awareness and user training of collaborating institutions on these also took place as

	well as sharing of data between indirect partners (tax authorities, Institutes of Statistics, IDDEEA and MoI). As mentioned the effect of the large events have been measurable through the media / press while other awareness events (e.g. the round tables) have been limited in effect measurement.
--	---

Decision-making and project management: Project SCMs have been held annually, in January 2017 and 2018, setting and confirming the direction of the project and approving annual work plans based on activities prepared by the project management in the previous year, in November 2016 and 2017, respectively. Representatives of the direct partners and the Swedish Embassy attended the SCMs held in 2017 and 2018.

There seems to be very close collaboration between the two GAs facilitated by the CILAP project and between the CILAP project and the two top managements of the GAs. There was no recorded or observed conflicts or delaying of activities as regard these relationships. Interviews with a wide range of stakeholders confirmed this. This said it has been known that issues related to the particular situation of the RGA management during the early stages of the CILAP was resolved by appointing a new and highly qualified director for the RGA in 2017.

Project activities for the period under evaluation have overall been implemented in line with the work and time planned. Modification to plans has occurred in accordance with the needs, requirements and challenges faced by the two GAs and some of the indirect partners, for example the tax authorities.

CILAP reporting: Reporting is prepared according to agreement between the Embassy and the LM based on annual progress and financial reports. Thus, two reports have been submitted so far, one for 2016 and one for 2017.

The two annual reports are well structured and contain key information that illustrate well the overall development, progress and achievements of the project during the year. Also, all events, from internal meetings to large national events, are classified and presented in the report overview based on what was planned, when it was actually carried out, location of event and total number of participants disaggregated by gender. The latter shows that female and male participation has been overall evenly distributed.

Clarity and quality of some data and information could however be improved for the remaining period of the project and simplified further. The deficiencies observed include the following:

(i) Addressing issues and activities raised in a report must systematically be followed-up in the new / forthcoming report. Several activities raised in the 2016 report under Component 2 were not followed-up upon in the 2017 report, including (a) a meeting on ‘future close collaboration’ with the IDEEAA and (b) activities with the Institute of Statistics; in the 2016 report it is stated that ‘in the coming period the

Agreement on cooperation on establishment of Spatial data register will be signed and Institute of Statistics will appoint representatives who will be responsible for communication and work with RGA and CILAP project the Institute of Statistics'. There is no follow-up to this statement in the 2017 report under Component 2 clarifying progress or the lack of it.

(ii) The 'activities and outputs' box that follow each component description in the annual reports is not useful. All information is already provided in the annexes of the report.

(iii) The financial reporting is based on the framework agreement between the Swedish Government and LM in 2011 (and revised in 2015). The reporting to the Swedish Embassy in Sarajevo could be more detailed / broken down for the purpose of transparency. Taking Component 1 as an example the team observed that only a summary of expenses are presented, not a breakdown of costs per event. For example Component 1 has budget lines for 'workshops' presenting the number of workshops, in this case 5, 6 'international travels' and 7 'fees for international consultants'. So it is guesswork how many consultants conducted which workshops and for how long. This issue was raised in the 2016 SCM but has not been dealt with as of yet. The 'number of units' column was removed in the 2017 financial reporting, probably by a mistake. Also, the increase in permanent staff from 9 in 2016 to 12 in 2017 is not explained in the 2017 report. There is no narrative presented to the financial report. With these concerns in mind we find the financial reporting overall acceptable.

The annual budgets for 2016 and 2017 and the amount invoiced show that CILAP has neither under - nor overspent. For 2018, so far 4.189,319SEK (up till end of August) have been spend while the total budget for 2018 is 8,643,400SEK, indicating a possible under-spending for the year.

Tables. 8 Budget cost, balance and invoiced, 2016

Total per SEK April 2016- December 2016			5,192,680.00	145,496.00	5,047,184.00
Fees			3,808,600.00	54,252.00	3,754,348.00
Reimbursables and gravity work			1,264,080.00	81,727.00	1,182,353.00
Equipments			100,000.00	367.00	99,633.00
Audit x5			20,000.00	9,150.00	10,850.00
			5,192,680.00	145,496.00	5,047,184.00

Tables. 9 Budget cost, invoiced and balance 2017

Total per SEK			9,032,416	8,799,857	232,559
Fees			6,119,400	6,028,152	91,248
Reimbursables and gravity work			2,793,016	2,658,905	134,111
Equipments			100,000	100,000	0
Audit			20,000	12,800	7,200
			9,032,416	8,799,857	232,559

Use of experts: In the Project Document 2016-2019 it is stated that land administration capacity exists and has been built in the region over years. Therefore, for cost efficiency reasons regional expertise has been included in the CILAP budget with 55 weeks for 2016-2019. Up till the end of August 2018, 44 weeks have been used confirming the usage and availability of skilled regional expertise. Regional expertise has been used evenly along the 6 components with the exception of Component 4 with no weeks allocated (Table 10).

As for the LM's short-term technical support for the entire period 2016-2019 data show that none of the components have overspent. As for the long-term TA no breakdown was provided. In addition to these allocations of CILAP TA weeks, two full time LM TA staff are employed by the project, the project director and an adviser particularly overseeing and supporting components 2 and 4. Actual spending of long-term TA is not reported in the annual reports, which it should be for reasons of transparency. As regards Component 4 man weeks of TA appear huge (permanent TA 84 weeks and short term 14) compared to the actual activities taking place (see 3.4), and as such questioning overall efficiency of this component.

Based on the above data, and from an efficiency perspective of regional vs. international TA support, there should be an effort made to make more use of regional expertise, while acknowledging that consultancies can often be of a particular and specialised nature, thus not necessarily justifying this consideration.

Table 10. Weeks planned / actual for short- and long-term TA LM

	Short-term TA		Long-term TA	No. of TA engaged
	Planned	Actual		
Component 1	23	13,92	-	16
Component 2	4	2	42	2
Component 3	18	8,24	42	4
Component 4	14	0	84	1
Component 5	16	10,76	-	12
Component 6	14	3,82	-	2

Source: Project Document 2016-2019, plus data received from PM

Risk assessment is performed on a regular basis and reported in the annual reports. The risk assessment has turned towards fewer risks as the project has developed. Most risks have been placed in the low probability range while their impact has been ranged from modest to obvious. As such the project has not been facing serious risk challenges. The main risk mitigation mechanism relates to the capacity development events, which appear to be reasonable justification for the risk reduction, considering the comprehensiveness of these activities carried out during the project duration so far.

Visibility is parameter of efficiency and to that end CILAP has been highly successful. Generally, CILAP has in its effort to provide capacity building to its indirect partners promoted the project through clear information, data sharing and promotional materials. Particularly large events have sparked off visibility beyond the indirect partners, for example the Gender Conference held in December 2017, the distribution of the film on women's registration of land rights, and the launching of the SPRs in both entities in November 2017 (RGA) and June 2018 (FGA). The launching of the semi-annual SPR report in RS also drew huge public attention (see Component 3).

The Public Attorneys office in the RS was not previously approached by the CILAP but via press coverage the office requested for collaboration with RGA in connection with accessing data from the SPR. Also, gender equality civil society organisations have shown interests in collaboration with CILAP promoted through the special agreement made between the Swedish Embassy and CILAP on this matter.

At the international arena CILAP was visible also during the evaluation period, including presentations in International conferences / seminars on progress and achievements made by CILAP, e.g. the annual WB "Land and Poverty Conference 2016: Scaling up Responsible Land Governance" in Washington March 14-18, 2016. Finally, the CILAP web page is instantly updated in news feed as events occur, managed well by CILAP staff and communication responsible personnel in the two GAs.

5.1.1 Conclusion

The evaluation team concludes that overall efficiency of the project has been satisfactory while some areas are in need of improvements, especially as regards the need for improving effect measuring of capacity building activities and reporting.

6 Sustainability and impact

Sustainability is concerned with the benefits of an intervention and its likelihood of continuation after funding has been withdrawn. Sustainability may, depending on the nature of the project in question, focus on institutional, financial, technical, environmental and social aspects. As for CILAP, the focus has been on institutional sustainability, as without this framework operating other aspects of sustainability will often be negated.

Based on the comprehensive capacity building support provided under each of the components, the evaluation team considers that the two GAs' ownership to the benefits provided by CILAP has manifested itself by developing into well-functioning organisations capable of providing the products and services needed internally and for indirect partners, however, still with certain portion of external donor support. The close working relations between the technical support staff of CILAP and staff of the two GAs (as well as other actors, such as the tax authorities) has enabled an organisational and technical capacity strengthening of RGA in particular while less as regards FGA. That may require less further support to the basic setting-up the environment of the AR and the SPR from 2020 on, considering their current technological level. This said it should be noted that the AR and the SPR to a large extent are managed by CILAP in the FGA particular and other technical and administrative expertise is contract based. This may challenge overall sustainability.

Ownership to the products of the project is assessed to be high at the FGA and the central and local levels at the RGA. The training and knowledge transfer provided by the CILAP project and the skills and knowledge gained by staff to operate and manage advanced technologies has facilitated ownership. This was confirmed largely from interviews conducted at central levels with management and technical staff but also by the survey conducted, in which a great majority of respondents at local levels confirmed that they were able to fulfil their tasks in their implementation / operation and maintenance of the AR and the SPR systems in both entities.

As mentioned in other sections of this report the support from LM has been very satisfactory. Considering that effectiveness, in particular, and to some extent efficiency, has been positively evaluated, alternatives to LM as a business partner for the two GAs do not appear obvious. Yet, other options or potential candidates for twinning with the two GAs should not necessarily be excluded.

The evaluation team found that

- CILAP capacity development support has created a significant knowledge and skills base in the two GAs (and among indirect stakeholders) that enable them to perform with high standards;
- Strategies, legal, technical and gender equality support have created a solid basis for improved development of land administration on a long term;
- Strong institutional cooperation within entities has created conditions for development of stable delivery of products / services needed by collaborating institutions and clients and contributed to achieving the project goal, i.e. making land administration more secure, efficient and reliable.

Durable capacity building support and institutional cooperation have produced a framework for long-term development in land administration. However, it should also be acknowledged that institutional cooperation is a partner-based relationship that involves a potential fit and complementarity between the two respecting the legal framework and institutional responsibilities. On one hand, the two GAs should have capacity, skills, vision and aim to develop, produce and service; and on the other, the institutional, human resources and technical challenges and absorption capacity of existing and potential new partners and customers is required. A ‘fit’ must be thoroughly addressed without which long-term sustainability of the project is challenged.

As regards sustainability of the gender focus, institutionalisation is key. However, it is observed that while the projects support to massive awareness raising and promotional activities and initial networking should be credited there is no clear and underlying mechanism that ensures the building of institutional capacity for gender equality in land administration. It should be noted that the RS RGA and FBiH municipal courts with land registry offices are in a position to register ownership and related rights to real properties as part of the land administration process based on legal acts and documents produced before the registration itself.

The FBiH FGA does not deal with registration of legal rights to real properties. Consequently, gender capacity building which could be linked to the ministries and bodies responsible for creating the relevant legal framework, and with legal and notary professionals preparing together with their clients the entry documents for registration in both entities, could in this traditional environment potentially bring better outcomes in a gender balance on a long-run, including more secure sustainability.

Both GAs managements have a clear vision on how to overcome a gap in the land administration sector development occurred due to historical and past development, to gradually catch up and better serve the national economy and society. Combining different sources of funding seems to be the most rational and only way in this specific situation, which is being well coordinated without allowing any overlapping. Both GAs managers put effort in engaging with potential donors and investors, and at later stage in the synchronization of approaches. This practice is being referenced in international professional society as the best practice example on how to manage different

donors and achieve expected outcomes. Currently, the WB with the loan until January 2020 supports programmes in real property data harmonization between the cadastre and land register disharmonized records in the FBiH, and establishment of unified real estate cadastre in the RS. Discussions on the follow-up project to scale-up activities for about 3.5 years have been initiated. The Government of Sweden and Sida support the IMPULS project in the Balkan region, including BiH, which will finish later in 2019, and is focusing on the establishment of national spatial data infrastructure, an EU requirement, which is indirectly linked to land administration.

The Government of Norway supports a twinning arrangement of the GAs with the Norwegian Mapping Authority – Kartverket on the roll-out of a DA system and on improvement of Global Navigation Satellite System networks in both entities, which will end in October 2020 and is directly linked to land administration. It is also expected that a new Norwegian funded project on the creation of a precise geoid for countries of the Western Balkans region, including BiH, will start in 2019, which is indirectly linked to land administration. Finally, the GAs are also discussing with the Dutch government a potential cooperation on the improvements of spatial datasets, which might have an indirect impact on land administration on a long run.

In the recent EU Revised Indicative Strategy Paper for BiH, August 2018, land administration is noted. However, there is no indication in the document neither a reference to other documents where plans for budget allocations in the sector are drafted for the remaining part of its Strategy period (up till 2020). According to the GAs, no direct investments in land administration has been considered by the Delegation of the EU to BiH in this period. However, the EU potential support in eGovernance projects is expected to indirectly support more efficient delivery of services in land administration. Both GAs submitted a proposal for LIDAR coverage of the BiH territory to the Delegation of the EU to BiH, to be financed with the IPA 2019-2020 programming funds for BiH, which could have an indirect impact on improved land administration by having improved sectors' records and base mapping in the following years.

Being both mainly budgetary financed institutions the two GAs may be strongly influenced by the current and future economic and financial conditions of the country which do not cater for increase in public spending and investing. Since 2013 the economy has remained resilient (+1.9% growth on average in the period 2012-2016, 2.9% in 2016 and 3.04 in 2017), government accounts are close to balance and the increase in public debt slowed down. External imbalances have continued to decline, but remain substantial. At the same time, growth is still persistently too low to lead to a noticeable improvement in citizens' living conditions and per capita income, and catch-up has remained among the slowest in the region. Per capita of Gross Domestic Product stood at 31 % of the EU-28 average in 2016 and unemployment in 2016 has remained very high at over 25 %, particularly among youth (54.3 %). Furthermore, the private sector in BiH is only slowly recovering from the economic crisis and there is a low interest of foreign investors towards a country with already limited access to international capital markets and hence largely dependent on lending from international financial institutions.

Finally, the Government's total expenditure has declined from 23% of the GDP in 2012 to 19,8% in 2017, a trend that is expected to continue impacting support and funding of all public institutions, including the two GAs. Based on this situation it is more likely that the GAs sector strategies will have limited resources available for implementation than not, thus reduces the likelihood of sustaining the benefits created by CILAP. Therefore, dependency on external financial sources to maintain sustainability and encourage further development of CILAP and other investors' outputs in the sector remains, and seems to be required in forthcoming years. Special considerations or priority setting by the Government may reverse this situation.

Impact is characterized by the assessment of the overall effect of the intervention and is measured as qualitative indications on how the intervention funded by the Swedish Embassy was able to influence and contribute to further develop land administration sector beyond what was originally intended with the project.

The CILAP impact relates to its contribution to economic and social development, sustainable real property market and usage of real properties, and BiH accession to EU. Lack of specific data that underpin these contributions indicate that impact cannot be reliably measured. However, the likely spin-off effects from the impressive achievements made by the project, confirmed in the Effectiveness chapter 4, are potentially huge, particularly in relation to cooperation with existing and potential clients / customers.

Steps taken by CILAP to support the alignment of legal frameworks and technical standards to the EU also support trajectories towards impact of the project. CILAP management has together with the two GAs recently prepared a vision for the future Sida supported work that suggests support to a new CILAP project for more advanced land administration mechanisms, including the development of mass valuation systems.

While a theory of change was not addressed systematically throughout the evaluation it is team's observation from continuous dialogue with the CILAP project management that institutional cooperation with indirect partners and ICT and technically supported development are the key pathways for the project to follow to eventually achieve fully its goal and long-term impact.

7 Conclusions

Conclusions of the evaluation of the CILAP project is based on the findings from the OECD / DAC criteria presented in previous chapters. For the purpose of overview main findings have been identified comprising a brief summary for each criterion analysed and likewise main conclusions presented reflecting these findings.

Table 11. Main findings and conclusions

Main findings	Main conclusions
Relevance	
The CILAP project succeeded to build capacity and transfer knowledge with the overall objective to increase the effectiveness and reliability of land administration processes in BiH in line with Swedish strategies and policies, needs and priorities of the people of BiH and the two GAs.	The strategic match between the project objectives and overall needs and priorities of the GAs / Swedish policies validated relevance of the intervention - should be subject to renewed validation if new project / policy is considered / developed.
Effectiveness - Component 1: Organisational strengthening	
Top management of the two GAs has been engaged in the development process of strategies / business plans and other strategies (Human Resource (HR), communication, Integrity / Environmental Management System (EMS), gender) to become integrated structures in the operation and strategic thinking on land administration of the two GAs. CILAP management facilitated the process and supervised professionally the implementation of the components.	The benefits and strengthening of the two GAs organisational structures, their operationality and product and services provision, to meet internal and external needs / requirements, is a strong <i>building block</i> for continuous organizational strengthening. Dedicated and strong management is key to successful project implementation.
The Gender strategy was implemented to some extent. Particular focus was on awareness raising related to women's land registration rights and many outputs were produced, including a high profiled Gender Conference, a film, flyers, round table discussions, etc. Basic networking between women's organisations and FGA / RGA women's network and a targeted approach characterised the gender work. Further, effect measuring of the gender awareness raising support was insufficient.	Ties between the FGA / RGA women network and women civil society organizations can facilitate stronger gender equality in land administration. In a project context a targeted approach may be favoured as mainstreaming is, according to the two GAs, beyond their legal mandate. Without gender activity monitoring progress cannot be reliably measured or validated.

Effectiveness - Component 2: Support to the development of the AR	
The process of the establishment, implementation, maintenance and completion of a unified AR in both entities was impressive; from zero and minor interest among municipalities in the beginning to a full coverage of near all municipalities in FBiH and all coverage in RS. They are currently at different stages of development. By September 2018 a total of 300,000+ addresses had been entered with strong institutional collaborative engagement involving several indirect partners and donors. All facilitated by systematic capacity building managed by the CILAP project – and overall successfully assessed by participants confirmed by survey but not from capacity evaluation where documentation lacks.	Capacity building events, strong project management guidance, willingness and engagement from collaborative partners and an adaptable legal framework are key features to the success of the development and use of the AR. Capacity building efforts are useful and evidence of casual linkage between efforts and results partly confirmed. Activity / event monitoring is key to reliably measure and validate progress towards achievements / results.
Effectiveness - Component 3: Support to the development of the sales price register (SPR)	
By 2018 the SPR system was in use at 79 tax authority offices and 69 municipal offices in FBiH and in June 2018 FGA / FBiH tax authorities launched public access of the SPR application. By 2018 all RGA regional offices were included in the SPR activities. In November 2017, the public access of the SPR application was launched by RGA and semi-annual reports incl. analysis, are now produced. In September 2018, 36,000 sales contracts have entered into the SPRs, and strong institutional collaborative engagement involving several indirect partners. All facilitated by a continuous and systematic capacity building managed by the CILAP project – and overall successfully assessed by participants confirmed by survey but not from capacity evaluation where documentation lacks.	As in the case of the AR capacity building events, strong project management guidance, willingness and engagement from collaborative partners and an adaptable legal framework are key features to the success of the development and use of the SPR. Capacity building efforts are useful and evidence of casual linkage between efforts and results partly confirmed. Activity / event monitoring is key to reliably measure and validate progress towards achievements/results.
Effectiveness - Component 4: Support to the development of geodetic infrastructure	
Strategies of new reference systems were adopted and implementation started following international guidelines and standards. Activities focused on the implementation of the vertical component of the reference system which was the most obsolete. The work	Due to dependency of other donor projects and their expected results not all outcomes and indicators could be successfully met.

undertaken and capacities built form a good base for further implementation. Yet far too ambitious outputs planned.	
Effectiveness - Component 5: Support to the development of ICT and geoinformatic's system	
Capacity support kept GA ICT teams up with the new technologies, services and trends. They were deeply involved in all CILAP ICT – related tasks of the AR, the SPR and the DA applications transforming unorganized and paper-based work to systematic and more efficient data management, data sharing and publicly accessible data and information minimizing corruption. Two new e-services were developed which attracted 25,000 users.	ICT development has proven its significant value and impact in developing efficient organizations. ICTs is a key feature in any further development in land administration and constitute a key pathway for long-term achievements together with institutional co-operation with clients / partners. Staff shortage within the two GAs challenges their ICT capacity.
Effectiveness - Component 6: Support to the establishment of digital archive (DA), its integration in the business processes and usage in daily operations	
By 2018, five RGA well organized and managed scanning centres were operational and four additional centres to be put in operation and about 100 technical staff were hired by the RGA to perform scanning activities. After scanning piloting, by 2018, 50 additional FBiH municipalities had expressed interest to execute scanning of geodetic and real property registration archives. Lack of staff in the FGA and municipalities to coordinate and support these activities was identified. At the end of 2017 120,000 documents were reported scanned by the two GAs. Private sector is not engaged while good experience exists from the region.	As in the case of the AR and the SPR capacity building events, strong project management guidance, willingness and engagement from collaborative partners / donors (Norway) and an adaptable legal framework and methodological instructions are key features to the success of the development and use of the DA of real property data. Addressing organizational / HR limitations could be resolved with improved and more efficient work procedures. Private sector involvement could be a complementary option for progress and efficiency in the DA development process.
Efficiency	
The CILAP project was well designed and overall measured systematically. Comprehensive capacity building has most likely impacted positively the overall successful achievements (effectiveness). Yet, this causal link is not fully evident as there is little documentation of measured effect. Institutionally, CILAP project management facilitated strong relationship building across all involved partners.	Planning and implementation of project activities were overall efficient as well was the institutional collaboration and these practices should be continued. Deficiencies in aspects of reporting practices and monitoring of capacity building efforts should be improved for transparency and evidence based performance, respectively.

Sustainability	
Strong knowledge and skills base have developed in the two GAs. Still sustainability may not have been fully anchored in the two GAs as the AR and the SPR are basically CILAP managed, particularly FGA. Overall strategies, legal, technical and gender equality support and products and services delivered have created a solid basis for improved development of land administration on a long term. Donor funding is pursued rigorously as public funding is likely not to be increased in coming years. Institutional capacity for gender equality in land administration includes gender network formation within the FGA / RGA and basic networking. The Gender Strategy is project based with CILAP.	Staff shortage in the two GAs sets limits to their absorption capacity as regards knowledge and skills and other benefits provided by the CILAP, i.e. product and services (AR, SPR and DA) which may influence the degree of future sustainability. Ties between the FGA / RGA women network and women civil society organizations can facilitate stronger gender equality in land administration. In a project context a targeted approach may be favoured as mainstreaming is, according to the GAs, beyond their legal mandate.
Impact	
The likely spin-off effects from the impressive achievements of the project, confirmed primarily by the effectiveness assessment, are potentially huge, particularly in relation to cooperation with existing and potential clients / customers and the ICT development.	While impact cannot be reliably assessed or measured findings indicate that efforts during the remaining part of the project (and possibly beyond) should be directed towards intensified institutional collaboration with actors that need the products and services provided by the project and the two GAs alongside strong ICT integrated support. As such institutional collaboration and ICT development are manifested as key pathways towards long-term success (i.e. the theory of change)

8 Lessons learned

Lessons learned are as follows:

- Being proactive, dynamic, flexible and adaptive the CILAP project management succeeded to involve and work closely with the two GAs in their efforts to achieve the project goal and objectives based on a result based management approach. Project management expertise is a key feature for successful implementation of projects in general and evidenced specifically in the CILAP project.
- Capacity building provided in a systematic and continuously manner throughout a project has proven to be an effective means for performance improvement among professional staff of the GAs and their stakeholders and for achieving results and greater ownership to benefits gained. Yet, better performance management can be achieved through application of impact measurement tools.
- Capacity support, transfer of knowledge and information sharing constitute important features of strengthening organisations institutionally and technically but cannot be effectively used without sufficient absorption capacity of partner institutions, primarily in terms of availability of qualified human resources.
- Institutional cooperation can develop fair and well-defined arrangements between institutions, upgraded with formal agreements, replacing in cases lack of legislation and enable novelties of mutual interest and benefits supported by strong ICT.
- Vast efforts on gender awareness activities and with a particularly focus on women's land registration rights, lifted the gender perspective to new levels in the CILAP project. A stronger gender mainstreaming approach can be effectuated with success only if legally mandated within institutions.
- The CILAP project has shown that any activity supported by international partners or organizations in BiH receives better support and quicker consensus towards changes.
- Well prepared and result-oriented piloting of new approaches or solutions attracts new parties interested to join the scale-up.

9 Recommendations

Based on the findings and conclusions made from the assessment of the evaluation criteria the team identified two levels of recommendations; recommendations for the remaining part of the CILAP period (up till the end of 2019) and recommendations related to the continuation / phasing out of the project.

The team recommends for the remaining CILAP period (up to end 2019):

1. Focus on and direct project activities towards sustaining products and services delivered by CILAP to best possible coverage in each entity, particularly increasing the numbers of stakeholders fully trained and capable of operating and maintaining the AR, SPR and DA;
2. Intensify the collaboration with current and where possible potentially new indirect partners that use or will make use of existing products / services developed and delivered by CILAP, i.e. the AR, the SPR and the DA;
3. Continue and expand gender activities and monitor their impact with a focus on gender mainstreaming of the agencies role and mandate and increasing awareness of importance of women's rights to register land ownership in collaboration with externally based women groups, in line with the CILAP Gender Strategy and Swedish policies;
4. Strengthen monitoring and reporting for improved management and performance of the project;
5. Support tools used daily by staff operating the AR, the SPR and the DA should be analysed for improved performance, including the use of the helpdesk.

The team recommends as regards the continuation / phasing out of the project beyond the completion of CILAP by the end of 2019:

6. By end July 2019 CILAP will in close collaboration with the two GAs analyse and define the needs and requirements for further support to the GAs (short- to mid term priorities), with stakeholders' 'readiness' as point of departure;
7. An independent review is subsequently launched to assess the justification and feasibility for the proposed activities as well as assess the progress and achievements made from September 2018 to July 2019;

8. Based on the result of recommendations 6 and 7, LM and the Embassy/Sida may negotiate conditions for any further continuation or phasing out of the project.

The basis and justification for these recommendations are as follows:

- (i) there is still significant time left of the CILAP project (14 months or 30% of the time) that should lead to further strengthening of results achieved already. With no plan adopted by project partners and provided to the team for CILAP activities for 2019 the point of departure for assessing a continuation or a phasing out post-CILAP would be too premature. The team therefore recommends focus areas and support activities for the remaining period based on the findings of the evaluation (recommendations 1-5 above).
- (ii) the degree of readiness of existing and future public and private institutions that wish to or already collaborate with CILAP on the AR and / or the SPR is of importance for determining whether a possible follow-up project is likely to be successful – and based on such a readiness assessment decide on a continuation or phasing out of the project.

In addressing readiness it should be acknowledged that institutional cooperation is a reciprocal and partner based relationship that involves a balance and potential fit between what the two GAs are able and strategically aim to develop, produce and service on the one side and the institutional, legal, technical and human resources challenges and absorption capacity of existing and potential clients and customers (indirect partners) on the other side, including their level of ICT maturity.

In the analysis of such a relationship a supply and demand approach should be adopted, the supply side represented by the two GAs and CILAP, the demand side by the existing and potential indirect partners. Of particular importance in the readiness assessment is, apart from the structural conditions of the indirect partners, the flexibility and adaptability of the involved institutions, on both the supply and demand side, to meet joint goals, needs, priorities and requirements as the strengths of these two properties often yield better results.

It would have been premature of the present evaluation to advocate for a CILAP 3 project at this stage or being specific on merging existing components or develop new ones for a period beyond 2019. If the proposed pre-conditions are met satisfactorily (i.e. recommendations 6 and 7) there will be a strong and substantiated basis for a continuation of the project in some form, short- or mid-term, supported by a very positive CILAP evaluation as expressed in this report.

Annex A – Terms of Reference

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

Date: June 19 2018

1. Evaluation object and scope

The evaluation object is the “Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina” – CILAP project.

CILAP is a long term project aimed to build capacity and transfer knowledge with the overall objective to increase the effectiveness and reliability of land administration processes in Bosnia and Herzegovina (BiH). The CILAP project was planned and approved with the goal to support geodetic authorities (GA) in BIH with capacity building. The CILAP was designed to be implemented in parallel to the Real Estate Registration Project (RERP), 2013-2020, funded by a World Bank (WB) loan.

The first project’s phase was implemented 2013-2015, and the decision for continuation of activities April 2016 - December 2019 (second phase), was made based on an analysis of the results and experiences from the first phase of support and reflection on the conclusions and recommendations of the external evaluation of the project that were undertaken in 2015. The CILAP is a twinning cooperation between the direct project partners: the Republic Authority for Geodetic and Real Property Affairs of the Republic of Srpska (RGA), the Federal Administration for Geodetic and Real Property Affairs of the Federation of Bosnia and Herzegovina (FGA) and Lantmäteriet (the Swedish Mapping, Cadastre and Land Registration Authority). Indirect project partners are the overall Land administration community, municipalities, Tax Authorities, different Ministries in the Republic of Srpska (RS) and the Federation of Bosnia and Herzegovina (FBiH), land registries in FBiH, agencies, Statistical Authorities and the most important are beneficiaries - citizens of BIH.

CILAP is aligned to the Swedish strategy “Results strategy for Sweden’s reform cooperation with Eastern Europe, the Western Balkans and Turkey 2014-2020”. The strategy was accepted by the Swedish government in 2014 and focus on strengthening of public administration with a goal to support development of more efficient public administration and delivery of higher quality public services, based on principles of non-discrimination and equal rights with less corruption. The CILAP objectives are in line with and relevant for achieving the objectives of the strategy.

The present situation in BIH in regards to land administration is complex due to historical developments and exoduses caused by the break up of former Yugoslavia and the huge migration of people during the war 1992-1995. Many transactions took part on an informal market with no registration. They also occurred as occupation of vacant land, often formally owned by someone who had left the country. Many new buildings have been erected without formally

recognized land rights and without building permissions and are now creating a considerable stock of informal settlements.

Land administration is one of the important institutions on which human civilization depends. Development economists have shown the importance of efficient institutions like land administration for economic development. The land administration institution is particularly important for individuals to provide security of tenure, for the land market to provide for efficient transactions and reliable market information, and for credit institutes to provide a system for security of capital. An efficient land administration is equally important for central and local government to provide information for development of sustainable land use, environment and for provision of land for urban and rural development. Efficient land administration is depending on an effective organization, a suitable legal system and efficient communication and information technology to handle land and geographic information, and to collect, store, maintain, and disseminate appropriate information for political decision-making and for market actors and individuals. The positive effect from an efficient land and property administration on fighting poverty, in a country or region, is well recognized. For example FIG (International Federation of Surveyors) and WB has published several documents describing this topic. One example is the Fit-For-Purpose Land Administration (Stig Enemark, 2014: ISBN 978-87-92853-11-0 (pdf)). It states that: All countries have to deal with governing their land. They have to deal with the governance of land tenure, land value, land use and land development in some way or another.

Strengthening of the land administration system in Bosnia and Herzegovina (BiH) could be seen as the foundation of many priorities of the BiH reform agenda. CILAP will measure its success in more secure tenure rights, an efficient property market, facilitating the European Union (EU) accession and consequently to the overall economic and social development and growth. The CILAP expected long term impact corresponds with this reform agenda and it is:

- *By efficient land administration contribute to economic and social development, sustainable market and usage of real estates, and BiH accession to EU.*

The capacity development focus of the project is expected to lead to sustainable changes in practices among the project partners RGA and FGA. The project main goal is:

- *Make the Land Administration system more efficient, secure and reliable.*

The project is intended to achieve these results through the six components:

1. Support to the strengthening of land administration organizations, development of human resources, relevant legal framework and project management
2. Support to the Establishment of Address register,
3. Support to the Establishment of Sales Price Register,
4. Support to the Development of Geodetic Infrastructure,
5. Support to the Development of ICT and Geoinformatic's system,
6. Support to the Establishment of digital archive, its integration in the business processes and usage in daily operations.

The project promotes gender equality in land administration, empowerment of women within its own organization and through various initiatives. There is no legal discrimination against women with regard to property rights, but tradition generally favours men over women in these areas (women often surrender their inheritance rights in favour of men, marital home registered only in husband's name, etc.). CILAP is raising awareness about the importance of gender equality in land administration, including social and economic benefits, explaining particular needs and obstacles that women face in establishing and using their property rights, giving advice on organizations, sources of information and facilities that can assist women with their

property concerns through the organization of conferences, seminars, round tables and trainings and printing of promotional materials.

The Steering Committee consists of FGA Director, RGA Director, Lantmäteriet Director, Swedish Embassy representative and Project Management Team (Project Director and Project Coordinators from RGA and FGA) . The Steering Committee has an advisory and supportive role regarding the implementation and provides overall policy orientation, reviews and endorses project documents, coordinates activities with other land administration projects, monitors the project implementation and provides recommendations regarding the implementation of the project as well as changes and additions to the project.

Budget

The approved budget for CILAP phase 2- April 2016 till December 2019- is SEK 29 960 000,00.

The budget is divided into fees, reimbursable, equipment and annual audit cost per year as follows:

CILAP 2-BUDGET April 2016 -December 2019	Year 2016	Year 2017	Year 2018	Year 2019	TOTAL 2016-2019
Fees	3 808 600,00	6 070 200,00	5 752 600,00	5 588 600,00	21 220 000,00
Reimbursable	1 264 080,00	2 696 720,00	2 770 800,00	1 528 400,00	8 260 000,00
Equipment	100 000,00	100 000,00	100 000,00	100 000,00	400 000,00
Audit	20 000,00	20 000,00	20 000,00	20 000,00	80 000,00
Grand Total	5 192 680,00	8 886 920,00	8 643 400,00	7 237 000,00	29 960 000,00

Scope of work

The scope of work is to:

- 1) Verify and 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 particularly with regard to the additionality of Swedish support within a larger World Bank funded sector reform programme. What are the lessons learnt from the project in this respect? What collaboration and co-ordination arrangements with parnters and other financiers (e.g. with Norway and World Bank) 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?
- 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? Can the project be replicated and has the size of the project been appropriate?
- 5) Assess the relevance and appropriateness of having a Swedish institutional partner engaged in capacity building programme? What were the advantages and disadvantages of the solution chosen, lessons learned? Have the experts engaged by Lantmäteriet conveyed experiences and

lessons learnt from other countries in transition? Comment on the support to legislative reforms provided by the CILAP project.

6) Comment on the level of achieved ownership and sustainability of the capacity building interventions funded by Sweden.

7) Establish the extent to which cross-cutting issues (gender equality, integrity building, environment) have been considered during project implementation? Also comment on whether social inclusion and pro-poor perspective has been taken. Have change agents and champions been identified in this regard by the project?

8) Comment on the realization of main results in relation to agreed plans during the evaluation period.

9) Comment on the CILAP project structure with Lantmäteriet and if there are other alternatives in developing the partner business model and sustaining future operations?

10) Comment on the phasing out: a forward-looking analysis on key changes in the surrounding landscape which could affect the CILAP and identify adjustments which hence would be relevant for CILAP to undertake in order to ensure efficiency and sustainability

Timeframe, reporting

Timeframe to be covered with the evaluation is April 1, 2016 – September 2018 (evaluation date).

The evaluation of the project as well as the field mission is expected to take place during September 2018.

Activity	Timeframe
Preparatory activities (e.g. methodology, review design and workplan) based upon desk study of project documentation	Mid July-20 August
Field visits and interviews with partners	September 10-21, 2018 (min 10 days in field including on site in both Republika Srpska and Federation BiH entities)
Preparation of the evaluation report	October/November 2018

The consultant must have academic education in the land administration area, documented experience of working and/or reviewing of donor (preferably Sida) and/or World Bank, other donors (e.g. Norway) projects supporting the land administration including gender mainstreaming, experience of having conducted at least two similar assignments, and very good knowledge of English. The evaluation may comprise of international and local consultants team.

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 to the Embassy by end October. Following comments, the report should be finalized by end November, 2018.

Previous evaluations

Review of the Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina (CILAP project) was performed by Mr. Leif Danielsson - SIPU International during the period April – May 2015. The assignment had the overall objective of providing the 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 possible prolongation of the project from phase 1 to phase 2.

2. Evaluation rationale

The purpose of this assignment is to provide Embassy of Sweden with information and knowledge regarding the outcome and effects of the CILAP project achieved during the ongoing implementation of the second project phase April 2016 – September 2018.

The major part of the evaluation should be carried out in the month September 2018, during which a field visit of at least 10 working days to BiH should be conducted.

The stated rationale is to enable the Embassy of Sweden to assess the performance of the project in relation to stated objectives and give recommendations regarding a possible continuation/phasing out of CILAP.

3. Evaluation purpose: Intended use and intended users

The purpose or intended use of the evaluation is to support Embassy of Sweden/Sida concerning the process of phasing out of CILAP project.

The primary intended users of the evaluation are:

- the Embassy of Sweden and Sida
- the project management team and project partners

The evaluation is to be designed, conducted and reported to meet the needs of the intended users and tenderers shall elaborate in the tender how this will be ensured during the evaluation process.

4. Evaluation criteria and questions

The objective of this evaluation is to evaluate the effectiveness and efficiency of activities carried out by CILAP and assess the sustainability of the project. The evaluation shall formulate recommendations as an input to developing a possible exit phase or a phasing out of the programme. The evaluation questions are:

Efficiency

The evaluation team shall review the costs for CILAP, and compare to costs of capacity building programmes managed by other organizations, and provide conclusions regarding the cost versus quality of CILAP activities.

Effectiveness

What are the programmatic results relative to plans and targets during the current project period with respect to capacity building? The evaluation shall identify any shortcomings and explain the causes of such shortcomings, where applicable.

What are the results of the various elements and activities of the CILAP awareness building/communications program in increasing visibility?

The evaluation shall assess CILAP's theory of change and make recommendations regarding on how the theory of change could be developed in a phasing out programme. An aspect of this assignment is to review CILAP monitoring and evaluation system, and provide recommendations on how CILAP's monitoring and evaluation system may be improved

Sustainability

The evaluation shall dedicate considerable energy to a forward-looking analysis on key changes in the surrounding landscape which could affect CILAP and identify adjustments which hence would be relevant for CILAP to undertake in order to ensure sustainability.

Questions are expected to be developed in the tender by the tenderer and further developed during the preparatory phase of the evaluation.

Gender and cross cutting issues

- Has the project had any positive or negative effects on gender equality as well as other cross cutting issues (environment, inclusion/pro poor perspective, conflict/trust perspective)? Could mainstreaming of cross cutting issues have been improved in planning, implementation or follow up?

Questions are expected to be developed in the tender by the tenderer and further developed during the preparation phase of the evaluation.

5. Evaluation approach and methods for data collection and analysis

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the methodology and workplan report. A clear distinction is to be made between evaluation approach / methodology and methods.

Evaluators should take into consideration appropriate measures for collecting data in cases where sensitive or confidential issues are addressed, and avoid presenting information that may be harmful to some stakeholder groups.

6. Organisation of evaluation management

This evaluation is commissioned by Embassy of Sweden. The evaluation partners has contributed to the ToR and will be provided with an opportunity to comment on the methodology/workplan report as well as the final report, but will not be involved in the management of the evaluation. Hence the commissioner will evaluate tenders, approve the methodology/workplan report and the final report of the evaluation. The start-up meeting and the debriefing/validation workshop will be held with the commissioner only.

7. Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation¹. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation². The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

8. Time schedule and deliverables

It is expected that a time and work plan is presented in the tender and further detailed in the methodology/workplan report. The evaluation shall be carried out July 2018-November 2018. The timing of any field visits, surveys and interviews need to be settled by the evaluator in dialogue with the main stakeholders during the preparation (developing workplan and methodology) phase.

The table below lists key deliverables for the evaluation process. Deadlines for final workplan/methodology report and final report must be kept in the tender, but alternative deadlines for other deliverables may be suggested by the consultant and negotiated during the preparation phase.

Deliverables	Participants	Deadlines
1. Start-up meeting Video Meeting	Embassy Sarajevo Sida HQ focal point	Upon signing call off contract, estimated first half of July
2. Draft methodology and workplan for evaluation report		By 20 August
3. Meeting Video Meeting	Embassy Sarajevo, Sida HQ focal point	Tentative end August
4. Comments on methodology/workplan from intended users to evaluators		Tentative end August
5. Debriefing/validation workshop (meeting)	Embassy, Sida HQ, CILAP project partners	At time of field visit in September

¹ DAC Quality Standards for development Evaluation, OECD, 2010.

² Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014.

6. Draft evaluation report		Tentative end September
7. Comments from intended users to evaluators		Tentative mid October
8. Final evaluation report		End October

The evaluation workplan report will form the basis for the continued evaluation process and shall be approved by Sida before the evaluation proceeds to implementation. The evaluation workplan report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology, methods for data collection and analysis as well as the full evaluation design. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation.

The final report shall be written in English and be professionally proof read. The final report should have clear structure and follow the report format in the Sida Decentralised Evaluation Report Template for decentralised evaluations (see Annex C). The executive summary should be maximum 3 pages. The evaluation approach/methodology and methods for data collection used shall be clearly described and explained in detail and a clear distinction between the two shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed. Findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Recommendations and lessons learned should flow logically from conclusions. Recommendations should be specific, directed to relevant stakeholders and categorised as a short-term, medium-term and long-term. The report should be no more than 35 pages excluding annexes (including Terms of Reference and Evaluation Workplan Report). The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation³.

The evaluator shall, upon approval of the final report, insert the report into the Sida Decentralised Evaluation Report for decentralised evaluations and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication data base. The order is placed by sending the approved report to sida@nordicmorning.com, always with a copy to the Sida Programme Officer as well as Sida's Chief Evaluator's Team (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field and include the name of the consulting company as well as the full evaluation title in the email. For invoicing purposes, the evaluator needs to include the invoice reference "ZZ610601S," type of allocation "sakanslag" and type of order "digital publicering/publikationsdatabas."

9. Consultant qualification

The consultant's qualifications are already stated in the framework agreement for evaluation services. The consultants' CV shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.

³ Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014

It is necessary that the consultants have work experience within the land administration projects in the region.

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

10. Resources

The maximum budget amount available for the evaluation is 700 000 SEK

The contact person at Sida/Swedish Embassy is Nedim Bukvic, National Programme Officer, Embassy of Sweden in Sarajevo. The contact person should be consulted if any problems arise during the evaluation process.

Relevant Sida documentation will be provided by Nedim Bukvic, National Programme Officer, Embassy of Sweden in Sarajevo.

Contact details to intended users (cooperation partners, Swedish Embassies, other donors etc.) will be provided by Nedim Bukvic, National Programme Officer, Embassy of Sweden in Sarajevo.

The evaluator will be required to arrange the logistics including bookings, interviews, preparing visits, etc. including any necessary security arrangements.

10. Annexes

Annex A: List of key documentation

- Strategy for Development Cooperation with BIH 2011-2014
- Results strategy for Sweden's reform cooperation with Eastern Europe, the Western Balkans and Turkey 2014 – 2020
- Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina CILAP Proposal for the Continuation of project activities CILAP 2 2016-2019
- Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina CILAP Proposal for the technical assistance through a twinning project between the GARS, GAFBIH and Lantmäteriet October 2012
- REPORT FOR CILAP PHASE 1 January 2013- March 2016
- ANNUAL PROGRESS AND FINANCIAL REPORT PHASE II January-December, 2017
- Review of the Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina (CILAP project) Final Report 2015:28 Sida Decentralised Evaluation

Annex B: Data sheet on the evaluation object

Information on the evaluation object (i.e. project or programme)	
Title of the evaluation object	Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina CILAP
ID no. in PLANIt	55060031
Dox no./Archive case no.	UF2014/61981/SARA
Activity period (if applicable)	2016-04-01-2019-12-31
Agreed budget (if applicable)	29 960 000 SEK
Main sector ⁴	Market development
Name and type of implementing organisation ⁵	Lantmäteriet
Aid type ⁶	public sector institutions, project type
Swedish strategy	Results strategy for Sweden's reform cooperation with Eastern Europe, the Western Balkans and Turkey 2014 – 2020

Information on the evaluation assignment	
Commissioning unit/Swedish Embassy	Sarajevo
Contact person at unit/Swedish Embassy	Nedim Bukvic
Timing of evaluation (mid-term, end-of-programme, ex-post or other)	Mid term
ID no. in PLANIt (if other than above).	

Annex C: Decentralised evaluation report template

[This format is a requirement for publication under the “Sida Decentralised Evaluations” report series and can be found on Sida Inside, under Guidelines & Support/Cooperation Methods/Evaluation at Sida/Manual for planning and commissioning/Implementing process.]

Annex D : Project / programme documents

The relevant project documents will be delivered to the consultant in the electronic form:

- Review of the Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina (CILAP project)
- Project document - Continuation of project activities CILAP 2- April 2016- December 2019
- Annual Progress and Financial Report 2016

⁴ Choose from Sida's twelve main sectors: education; research; democracy, human rights and gender equality; health; conflict, peace and security; humanitarian aid; sustainable infrastructure and services; market development; environment; agriculture and forestry; budget support; or other (e.g. multi-sector).

⁵ Choose from the five OECD/DAC-categories: public sector institutions; NGO or civil society; public-private partnerships and networks; multilateral organisations; and other (e.g. universities, consultancy firms).

⁶ Choose from the eight OECD/DAC-categories: budget/sector support; core contributions/pooled funds; project type; experts/technical assistance; scholarships/student costs in donor countries; debt relief; admin costs not included elsewhere; and other in-donor expenditures.]

- Annual Progress and Financial Report 2017
- All other relevant documents upon consultant's request

Annex B – Summary of results achieved

Monitoring matrix per indicator

COMP	Indicator	Unit of measure	Baseline (taken from the end of CILAP first Phase)	Target values per year				Total at the end of Pro- ject	Frequency	Data source/ verifica- tion
				Y1 (achieved)	Y2 (achieved)	Y3	Y4			
1	Number of strategic documents developed	Number	5	3 (4)	1 (8)	0 (1)	5	14	annual	GA documentation, CILAP Project reports
	Number of strategic documents under implementation	Number	1	3 (4)	3 (8)	3 (3)	0	9	annual	GA documentation, CILAP Project reports
	Number of institutions with developed cooperation with GA (memorandums, joint e-services, databases usage, sharing of data) (including also EMS indicator)	Number	3	13 (23)	8 (52)	10 (more than 60)	4	35	annual	GA documentation, CILAP Project reports

ANNEX B – SUMMARY OF RESULTS ACHIEVED

Additional indicators determined within approved mainstreaming's action plans (gender, integrity and EMS)									
The Action Plan for Gender Mainstreaming in Land Administration in BiH is developed	Yes/No	No	Yes (Yes)	-	-	-	Yes	Annual	Gender AP
Gender Plan is developed annually	Yes/No	Gender AP, April-Dec. 2016	Yes (Yes)	Yes (Yes)	Yes (Yes)	Yes	Yes	Annual	Gender Annual AP 2017/2018 /2019
Gender analysis is conducted	Yes/No	No	Yes (Yes)	Yes (Yes)	Yes (Yes)	Yes	Yes	Annual	Gender analysis
Number of round tables /joint meetings with partner NGOs and institutions	Number	0	4 (4)	6 (6)	6 (5)	FGA-3 RGA - 3, 20/20	FGA-11 RGA-11, 80/80	semi annual	Round tables report, Progress report
Number of GA staff trained regarding gender issues disaggregated by gender	Number	0	10 (11: F=10 M=1)	12 (27; F=20, M=7)	18 (54; F=37, M=17)	20	50	Annual	Training report
Number of distributed materials	Number	0	10.000 flyers (38000)	30.000 flyers (71000)	30.000 flyers (65 000)	30.000 flyers	100.000 flyers	Annual	RERP's reports
Increased percentage of registrations of women in Land Registries**	%	FGA-26% RSGA-15%	1% (achieved)	2% (achieved)	3% (achieved)	4%	FGA-30% RSGA-25%	Annual	Data base records FGA/RSGA

ANNEX B – SUMMARY OF RESULTS ACHIEVED

	Identified number of women in positions below the key management positions	Number	No identified	No identified	Women Network in FGU/RGU established	Yes (on-going)	Yes	Empowered gender balance leadership	Annual	Qualitative gender survey
	Action plan for Integrity Building is developed	Yes/No	No	Yes (Yes)	-	-	-	Yes	annual	GA documentation, CILAP Project reports
	GA integrity plan is developed	Yes/No	No	No (No)	No (Yes)	Y (Yes)	Y	Y	annual	GA documentation, CILAP Project reports
	Number of educated staff regarding anti-corruption measures	Number	0	8 (10)	12 (14)	15 (50)	20	20	annual	CILAP Project reports
	Action plan for Environmental Protection within Land Administration BiH is developed	Yes/No	No	Yes (Yes)	-	-	-	Yes	283annual	GA documentation, CILAP Project reports
	Fuel consumption is minimized (5%)	%	2015	0 % (17%)	1% (7,5%)*	3 (at the end of year)	5	5%	Annual	Economics and financial GA department (Annual Reports FGU and RUGIPP)
	Lower consumption of heating oil (40%)	%	2015	35 % (49%)	37% (92%)	39 (at the end of year)	40	40%	Annual	Economics and financial GA department (Annual Reports RUGIPP)

ANNEX B – SUMMARY OF RESULTS ACHIEVED

	Reduced number of purchased boxes of A4 paper (2%)	%	2015	0 % (-30%)	0 (32%)	1 (at the end of year)	2	2%	Annual	Economics and financial GA department (Annual Reports FGU and RUGIPP)
	Fast and precise positioning in real time and interoperability of geospatial data which will contribute to environmental protection	(Yes or No)	No	No (No)	No (No)	No (No)	Yes	Yes	Annual	GA, RERP AND CILAP reports
2	Number of political municipalities with implemented AR system	Number	1	10 (22)	8 (33)	8 (19)	4	31	annual	AR databases, CILAP Project reports
	Number of trained staff with relevant skills (GA and municipalities) disaggregated by gender	Number	8 (1/7)	20 (58; F= 23, M= 35)	16 (55; F= 26, M= 29)	16 (167; F= 72, M= 95)	8	68	annual	CILAP Project reports
	Number of accurate addresses in AR system	Number	2509	25000 (31220)	24000 (82698)	50000 (192753)	100000	201000	annual	AR databases, CILAP Project reports
	AR publically available (web services)	Y/N	N	N (N)	N (N)	N (N)	Y	Y	annual	CILAP Project reports
3	Number of staff educated with relevant skills for usage of SPR disaggregated by gender	Number	0	8 (F=7; M=9)	8 (257; F=136; M=121)	10 (198; F=98, M=100)	10	36	annual	CILAP Project reports

ANNEX B – SUMMARY OF RESULTS ACHIEVED

	Number of verified contracts registered in Sales price register	Number	0	2000 (804)	2000 (12505)	10000 (22390)	20000	34000	annual	SPR database/CILAP Project reports
	Number of queries via web services (including also IB indicator)	Number	0	0 (0)	0 (3303)	1000 (20255)	5000	6000	annual	SPR database/CILAP Project reports
4	Detail gravity network for BH realized - changed into: Recognition and stabilization of landmarks (Repers) for NVT3*	Number	0	0 (0)*	2000 (2607)	2000 (tendering is on-going)	0	4000	annual	CILAP Project reports
	Financial support available to the realization of high leveling network	Yes/No	No	No (No)	No (No)	Yes (project proposal submitted to three potential sources)	Yes	Yes	annual	GA reports
	Connection to the European reference systems	Yes/No	No	No (No)	No (No)	No (No)	Yes	Yes	annual	GA reports and CILAP Project reports
	Determined Geoid for BH	Yes/No	No	No (No)	No (No)	No (No)	Yes	Yes	annual	CILAP Project reports
*realization of Detail gravity network is replaced with the Recognition and stabilization of landmarks (repers) that are necessary for the realization of high levelling network NVT3										
5	Number of GA Intranet users	Number	8	20 (0)*	40 (0)*	100 (on-going testing)	300	468	annual	GA reports and CILAP Project reports
	Number of developed e-services	Number	8	1 (2)	2 (5)	2 (4)	2	15	annual	GA reports and CILAP Project reports

ANNEX B – SUMMARY OF RESULTS ACHIEVED

	(including also EMS indicator)									
	Number of users through e-services (including also EMS and IB indicators)	Number	20000	20000 (320737)	25000 (350704)	40000 (283510)	50000	155000	annual	GA reports and CILAP Project reports
* RGA is finalizing the establishment of Active directory (prerequisite for the implementation of intranet).										
6	Number of scanned documents by GA	Number	0	5000 (47912)	10000 (71707)	20000 (168432)	50000	85000	semiannual	DA databases, CILAP Project reports
	Central digital archive in both GA	Y/N	N	N (N)	N (N)	N (N)	Y	Y	semiannual	CILAP Project reports
	Number of DA IT system users (internal users)	Number	0	0 (0)	50 (0)*	100 (70)	300	450	semiannual	DA databases, CILAP Project reports
	Number of DA IT system users (external users)	Number	0	0 (0)	0 (0)	0 (0)	500	500	semiannual	CILAP Project reports

Draft Project Output Achievements⁷

Outputs per Component	Score 1-3
<i>Component 1: Support to the strengthening of Land Administration organizations, development of Human Resources, relevant Legal Framework and Project</i>	
• GA are aware about the importance of gender issues, increased interest for RERP activities and M&E reports/indicators related to gender	1 ⁸
• Active participation in the governmental bodies for prevention of corruption	-
• Developed Integrity plans with anti-corruption measures	1
• Improved internal and external communication within the GA	1
• Better cooperation between stakeholders involved in land administration in BiH	1
• Developed Land Administration Strategy for BiH	1
• Development and efficient monitoring of business plan implementation under implementation	2
• Developed HR strategy and HR Development Plan under implementation	1
• Developed Management and Employees policies under implementation	1
• Developed action plans for mainstreaming of gender issues	2
• Well promoted public awareness of GA importance for property protection, and how to establish GA as attractive bodies which are willing to take responsibility and in which public can have confidence	1
• Accepted and implemented best practice in European land administration organizations...	2
<i>Component 2: Support to the Establishment of AR</i>	
• Raised public awareness on benefits and importance of AR system	1
• Developed web services for dissemination of AR data (planned for 2019)	3

⁷ Level of achievement assessed: 1. Fully achieved (>90%); 2. Partly achieved (40%-90% achieved); 3. Achieved less (<40%). The assessment prepared by the team based on discussion with the project management. While acknowledging that not all the statements are outputs as per definition the team has aimed at assessing them as such. Where an (–) is indicated we do not identify the output as an output and the statement is not assessed as such.

⁸ The assessment = 1, if leaving out the RERP part of the statement

ANNEX B – SUMMARY OF RESULTS ACHIEVED

Outputs per Component	Score 1-3
Municipalities are involved in process of database preparation for building address database for each interested municipality	1
Developed unified process for building of AR for both entities	1
Each interested municipality has capacity to carry out AR building	2
Both GA have no less than 15 signed agreements with municipalities	1
Policy for relation between GA and stakeholders – Ministries for Public Administration and Local Self-Government, Ministries of Interior, IDDEEA, Statistical Authorities, Tax Authorities	1
Established central AR databases on entity levels at GAs	1
<i>Component 3: Support to the Establishment of Sales Price Register</i>	
Developed Sales Price Register	1
Developed relevant legal framework for both GA	2
Implementation phase of Sales Price Register System is conducted	2
Establishment of Property valuation departments within GA	2
Raised awareness and closer cooperation of all participants involved in Real Estate Market	2
Improved Sales Price Register processes	-
Basic Real Estate Market Transactions Reports	2
<i>Component 4: Support to the Development of Geodetic Infrastructure</i>	
New reference systems are realized in accordance with “Strategy for implementation of new reference systems in both entities”	2
Developed common strategy for high levelling network in BiH	1
Established detailed Gravity network for BiH	3
<i>Component 5: Support to the development of ICT and Geoinformatic's system</i>	
Developed in-house communication through Intranet/Extranet	3
IT supports efficient implementation of business plans for both authorities	1
Improved E-communication and e-services	2
<i>Component 6: Support to the establishment of digital archive, its integration in the business processes and usage in daily operations</i>	
Conversion of analogue records into digital records	2
Software for DA and DMS system in use within pilot areas,	1

ANNEX B – SUMMARY OF RESULTS ACHIEVED

Outputs per Component	Score 1-3
• Digital archive is integrated in day-to-day business	2 ⁹
• Pilot project is conducted (use case for gaining knowledge in DA methodology and its integration in daily work)	1
• Storage and access to digital records in DA system	2 ¹⁰
• New analogue records captured in a production line	-
• Nationwide implementation –dissemination of data	3
• Safeguarded analogue archives	2 ¹¹

⁹ in pilot area of FBiH and five scanning centres in the RS

¹⁰ in pilot area of FBiH and five scanning centres in the RS

¹¹ in pilot area of FBiH and five scanning centres in the RS

Annex C – Persons met

Info	Schedule:	Staff:
THURSDAY	13.09.2018	Embassy of Sweden, Marie Bergström, Counsellor and Nedim Bukvic, Programme Office, Sarajevo CILAP Management, Andja Zimic, Dejan Jeremić, Denis Tabučić FGA Director, Mr. Željko Obradović
FRIDAY		
Meeeting with CILAP team	14.09. 2018. 08:45:00h	Andja Zimic, Dejan Jeremić, Denis Tabučić
Component 3: SPR	14.09. 2018. 09:00:00h	Jelena Zelić, Vedrana Vučić
Component 4: Ge-odetic infrastruc-ture	14.09. 2018. 10:00:00h	Eldin Đonlagić, Sead Hadžić
Component 5: ICT	14.09. 2018. 11:00:00h	Nedim Hadžiosmanović
Component 6: DA	14.09. 2018. 12:00:00h	Amira Babić, Edina Behić
Meeeting with CILAP team	14.09. 2018. 14:00:00h	Andja Zimic, Dejan Jeremić, Denis Tabučić
MONDAY		
Meeeting with CILAP team	17.09. 2018. 08:30:00h	Andja Zimic, Denis Tabučić
Meeting with the Director of FBiH Tax Authority di-rector	17.09. 2018. 11:00:00	Šerif Isović, director general, Slobodan Vukoja, deputy director
Meeting with Nor-way donor PM for FBiH	17.09. 2018. 13:00:00h	Denis Tabučić
Meeting with the Head of WB RERP PIU	17.09. 2018. 14:00:00h	Nedžad Pašalić
Component 2: AR	17.09. 2018. 14:30:00h	Željka Kolobarić, Tomislav Tomić
TUESDAY		
Meeting with CILAP team	18.09. 2018. 08:45:00h	Andja Zimic, Denis Tabučić
Meeting with Sta-tistics	18.09. 2018. 09:00:00	Jasminka Suša, Edna Hadžibegić
Meeting with Gen-der WG	18.09. 2018. 09:30:00	Jasminka Suša, Sarajevo Centar NGO representative (Maida Za-gorac)
Meeting with Gen-der stakeholders	18.09. 2018. 10:00:00h	Jasminka Suša, Sarajevo Centar NGO representative (Maida Za-gorac)
Component 1: HR	18.09. 2018. 11:00:00h	Goran Brkić, Nina Tavra
Field visit	18.09. 2018. 12:30:00h	Akif Fazlić, Mayor of the municipality, Nizama Mališević, Head of Cadaster, Senada Salčinović, Head of local Tax office
Meeeting with CILAP team	18.09. 2018. 15:00:00h	Andja Zimic, Denis Tabučić

WEDNESDAY		
Meeeting with CILAP team	19.09. 2018. 08:30:00h	Andja Zimic, Denis Tabučić
Meeting with the Head of Central electoral commis-sion	19.09. 2018. 9:00:00h	Irena Hadžiabdić, Head of the institution
Open	Open	Open
Meeeting with CILAP team	19.09. 2018. 11:00:00h	Andja Zimic, Denis Tabučić
Field visit to Kisel-jak	19.09. 2018. 12:00:00h	Mladen Mišurić-Ramljak, Mayor of the municipality, Mladen Mi-trović, Cadaster representative, Mirjana Barunčić, Head of local Tax office
Trip to Banja Luka	19.09.2018. 13h-16h	Team
THURSDAY		
Meeting with RGA director	20.09. 2018. 9:00h	Bosiljka Predragović, Andja Zimic, Dejan Jeremić
Component 3: SPR	20.09. 2018. 10:00h	Đorđe Ćujić, Dragana Svitlica
Component 1: HR, communication, integrity	20.09. 2018. 11:45h	Mariana Šarčević, Marijana Radić
LUNCH break	20.09. 2018. 13:15h	
Component 4: Ge-odetic infrastruc-ture	20.09. 2018. 14:15h	Bojan Ninčić, Zoran Milovanović, Tatjana Sarajlić
Meeting with Nor-way donor PM for RS	20.09. 2018. 15:00h	Zoran Milovanović
FRIDAY		
Component 5: ICT	21.09. 2018. 9:00h	Stanko Svitlica, Assistant director for ICT
Component 1: sub-component Gender	21.09. 2018. 10:00h	Tanja Bosančić, Saša Savičić
Ministry of Inte-rior RS	21.09. 2018. 12:00h	Divna Lovrić-Bojanić - head of ICT Administration, Svjetlana Sarić - deputy head, Slaviša Paunović
LUNCH break	21.09. 2018. 13:00h	
MONDAY		
IDDEEA	24.09. 2018. 9:00h	Predrag Sančanin, Assistant Director - Head of technical department
Notary Chamber RS	24.09. 2018. 10:00h	Slada Novalić, president and others
Meeeting with head of RERP WB project	24.09. 2018. 11:00h	Jasenko Nedimić
Public Attorney office	24.09. 2018. 12:00h	Jela Morait, assistant public attorney
Component 6: DA	24.09. 2018. 14:00h	Milena Josipović, head of DA department, Blanka Preradović
TUESDAY		

Republic Institute of Statistics	25.09. 2018. 9:00h	Radoslav Savanović, deputy director, Nada Malinović, head of department
Component 2: AR	25.09. 2018. 10:00h	Dejan Jeremic, Rajka Mijatovic
Meeting with Gender stakeholders	25.09. 2018. 12:00h	NGO "Udružene žene", Banja Luka
City of Banja Luka – Address Register	25.09. 2018. 14:00h	Petar Bilčar, head of Department for Public Services and Utilities, Jelena Račić, chief of unit, Dragana Deronjić, chief of unit
WEDNESDAY		
Meeting with RGA director	26.09. 2018. 9:00h	Bosiljka Predragović, Dejan Jeremić
Trip to Sarajevo	26.09.2018. 11h-15h	Team
THURSDAY		
Preparatory for Debrief	27.09.2018	Sarajevo
FRIDAY		
Debrief – FGA/RGA/Embassy		Bosiljka Predragović, Andja Zimic

Annex D – Documents reviewed

- CILAP (2012): Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina CILAP Proposal for the technical assistance through a twinning project between the GARS, GAFBIH and Lantmäteriet, October 2012
- CILAP (2015): Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina CILAP. Proposal for the Continuation of project activities CILAP 2 2016-2019, October 2015 (Project Document)
- CILAP (2016a): Report For CILAP Phase 1 January 2013- March 2016, June 2016
- CILAP (2016b): Action Plan for Gender Mainstreaming for CILAP, September 2016
- CILAP (2016c): Annual Progress And Financial Report Phase II, January-December, 2016
- CILAP (2016d): Annual Work and Time Plan, January–December 2017, Nov-Dec Project team, 2016
- CILAP (2017a): Annual Progress And Financial Report Phase II, January-December, 2017
- CILAP (2017b): Steering Committee Meeting, Minutes, Trebinje, 1 February 2017
- CILAP (2017c): Annual Work and Time Plan, January–December 2018, Nov-Dec Project team, 2017
- CILAP (2018a): Steering Committee Meeting, Minutes, Mostar, 31 January 2018
- CILAP (2018b): Planned Activities January-December 2018 (separate documents)
- CILAP (2016-2018): Diverse technical, process descriptions, instructions, workshop and other reporting and documents related to each component distributed to the team on Google Drive during the Evaluation mission
- European Commission (2018): IPAII: REVISED INDICATIVE STRATEGY PAPER FOR BOSNIA AND HERZEGOVINA (2014-2020) ADOPTED ON 03/08/2018
- Orgut/NCG (2016): Gender Assessment of CILAP, February 2016
- Sida (2011): Strategy for Development Cooperation with BIH 2011-2014
- Sida (2014): Results strategy for Sweden's reform cooperation with Eastern Europe, the Western Balkans and Turkey 2014-2020
- Sida (2015): Review of the Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina (CILAP project) Final Report, 2015:28 Sida Decentralised Evaluation
- Sida (2016a): Support to CILAP; CORE Minutes, Department of Organisational Development, 17 February 2016
- Sida (2016b): Synthesis Report of the Joint Scandinavian Evaluation of Support to Capacity Development, Sida Joint Evaluation Report 2016:1
- WB (2016): RERP, MTR Mission, June 2016, Aide Memoire
- WB (2017a): RERP, MTR Mission, January 2017, Aide Memoire
- WB (2017b): RERP, Implementation Support Mission, May 2017, Aide Memoire
- WB (2018): RERP, Implementation Support Mission, May 2018, Aide Memoire

Annex E – Inter - relations between land administration projects in BiH

Overview of related project activities of the CILAP 2, RERP and Norwegian funded projects

RERP		RERP Activities		CILAP 2		Norwegian project		Stakeholders
Component A – Real estate registration data development	A.1 Public awareness, vulnerabilities and social monitoring	A.1.1 Vulnerability mapping and social monitoring	→	Component 1-Gender		Component 2: Functioning National system for efficient use of GNSS technology	→	citizens of BiH, NGO, Gender agencies on entity level
		A.1.2 Public awareness campaign	→	Component 1-Communication			→	citizens of BiH, professionals and governmental institutions
	A.2 Real estate registration, data updating, harmonization and registration	A.2.3 Development of a new coordinate reference system	→	Component 4 - Support to the Development of Geodetic Infrastructure	→		→	citizens of BiH, governmental institutions, private surveyors
		A.2.4 REC establishment and data harmonization	→	Component 5 - Support to the Development of ICT and Geoinformatics system, Component 2 - Support to the Establishment of Address register			→	citizens of BiH, governmental institutions, municipalities, land registries, Ministry of Interior, Ministry of local self government, IDDEEA, statistical authorities, real estate professionals, notaries, lawyers,
RERP		RERP Activities		CILAP 2		Norwegian project		Stakeholders
Component B – Real estate registration infrastructure development	B.1 Working conditions improvement	B.1.3 Surveying technology improvement				Component 2: Functioning National system for efficient use of GNSS technology	→	Municipalities
	B.2 IT – strategy implementation	B.2.1 ICT technical sustainability	→	Component 5 - Support to the Development of ICT and Geoinformatics system	→	Forme project Component 1: IT Strategy, Business Processes and Standards, processes for capture, update and distribute data repository, and standards for data exchange, documentation and distribution.	→	citizens of BiH, governmental institutions, municipalities, land registries, Ministry of Interior, Ministry of local self government, IDDEEA, statistical authorities, real estate professionals, notaries, lawyers,
		B.2.2 ICT further development and e-services	→	Component 5 - Support to the Development of ICT and Geoinformatics system, Component 2 - Support to the Establishment of Address register, Component 3 Support to the Establishment of Sales Price Register			→	citizens of BiH, governmental institutions, municipalities, land registries, Ministry of Interior, Ministry of local self government, IDDEEA, statistical authorities, real estate professionals, notaries, lawyers,
	B.3 Cadastral and land book scanning and indexing for digital archives		→	Component 6 - Support to the Establishment of digital archive, its integration in the business processes and usage in daily operations	→	Component 1: Functioning Digital Archive Systems in both entities	→	citizens of BiH, governmental institutions, municipalities, land registries, real estate professionals, notaries, lawyers,



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

This report, which has been commissioned from NIRAS Sweden by Sida / the Em-bassy of Sweden in Bosnia and Herzegovina, presents an evaluation of the Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina (CILAP project). The evaluation concludes that overall the CILAP project has succeeded in building capacity and transfer knowledge with the overall objective to increase the effectiveness and reliability of land administration processes in Bosnia and Herzegovina in line with Swedish strategies and policies, needs and priorities of the people of Bosnia and Herzegovina.

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

E-mail: info@sida.se. Homepage: <http://www.sida.se>

