SERBIA

REAL ESTATE CADASTRE AND REGISTRATION PROJECT

IMPLEMENTATION SUPPORT MISSION, SEPTEMBER 21 – 24, 2010

AIDE MEMOIRE

1. A World Bank team\(^1\) visited Serbia from September 21 to 24, 2010 to review progress on the Real Estate Cadastre and Registration Project. The purpose of the mission was to introduce the new task team leader and assess project progress. As the project is due to close at the end of October 2011, it was necessary to assess the likelihood of meeting all project objectives and whether all project funds will be fully utilized. The mission met the members of the Project Council, the Director of the Republic Geodetic Authority (RGA) and various members of his staff and the Project Implementation Unit (PIU). The mission would like to thank the management and staff of RGA for their cooperation and the assistance extended to the mission team.

Key Conclusions of the Mission

Overall progress

2. Overall, the project is progressing very well and 79.34\% of funds are disbursed. Most of the remaining funds are committed in existing contracts or ongoing tenders. The Project Council members stated that they were pleased with the project progress. The overall objective of supporting efficient property registration in support of the property market is clearly being met. The final project outcome indicators include the expectation to see at least a 25\% increase in: (a) numbers of transactions; (b) the proportion of mortgages against numbers of transaction being registered; and (c) customer satisfaction. This would demonstrate that RGA are providing greater support to the development of the real estate market. The first two outcomes have already been achieved and a customer survey will soon be carried out in order to assess whether the third is also met. The Real Estate Cadastre (REC) is now over 90\% completed for the country and digitization of records is progressing well. Indeed the individual targets for most components of the project have already been exceeded. More detail on progress by component and progress with meeting targets is provided in Annex 1.

Amendments to the Development Credit Agreement (DCA)

3. On May 25, 2010 the project closing date was extended to October 30, 2011 following a request from the government, and reallocation of funds was granted so that greater emphasis could be placed on completing the REC. A business strategy for RGA, including a cost recovery strategy, was completed and the Bank team agreed on July 27, 2010 that the DCA covenant for this has been met. It was noted in the business plan that full self-financing would not be possible until after the project was closed. Therefore the government requested that the DCA covenant requiring implementing of an “executive agency” structure be deleted, and this was agreed by the Bank and the government on August 24, 2010. The business plan still sees creation of a self-funding agency as a desirable objective, but one that will require longer to achieve than was originally envisaged. Both the project closing date extension and the time required to become self-financing were necessitated by the difficulties in getting Land Books for the areas with the

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\(^1\) The mission included Gavin Adlington (Task Team Leader), Olivera Jordanovic (Operations Analyst) and Juerg Kaufmann (Consultant). Mr. Kaufmann and Ms. Jordanovic made preliminary visits between September 16 and 20 in order to gather the data necessary for assessing project progress.
greatest level of market activity in the major cities handed over to RGA. It was not until April 14, 2009, that an agreement was reached on handing over the Land Books, and it was not until then that work on the REC could commence in some of the most important locations.

Software Development

4. Software development is the key project challenge at this point. The supplier, Siemens consortium, has failed to deliver a fully functional Alpha version within the deadline, which was Sept 6, 2010. There has been great improvement in the system and the Serbian subcontractors are making good progress, however integration between the graphical component and attribute component is still not possible and the whole system is still behind even the revised schedule and agreements that were made during the May 2010 Bank team visit. RGA have established an efficient project management structure and a system for monitoring and reporting on progress, as was agreed in May, but the communication between RGA and Siemens consortium still needs to be improved. It is still possible to complete the work within the remaining time frame of the project but there needs to be constant monitoring to ensure deadlines are met. A contract amendment has been agreed to take into account some IT project design changes, but RGA will not sign the contract amendment unless there is an acceptable alpha-version of the system approved. More details on progress with system development and specific actions required are outlined under Component A6 in Annex 1.

REC Creation and Service Standards

5. The RGA are focused on completing the REC for the entire country and currently have over 90% of cadastre municipalities (CM) completed nationwide. As there were delays in completing the REC in urban areas because of the delays in getting Land Books handed over, 133 different, semi-urban, CMs were included within the project and the original 91 CM deferred. Now RGA are attempting to complete both the original 91 CM and the added 133 CM. They are making good progress, but it remains very challenging to complete all of the original CM before the end of the project. Overall, the total area of REC that will be completed under the project will meet targets. The records for the original 91 CM are kept separately so that progress with completing both the original and the added CM can be monitored.

6. The covenant on reaching a standard of 5 days for registering a standard buying and selling agreement by the end of the project was amended to 10 days in 2010 and to 5 days in 2011. Only about 30% of Local Offices meet the 2010 target. Another 30% need up to 20 days, and the remaining 40% need more than 20 days to register a transaction. The lack of functional software is one of the factors that hold up the progress in this regard, but it is also an issue that the measurement of time currently goes from when an application is received until the files are archived. The measure should really be from the time an application is made until a decision is prepared and signed. Unfortunately current systems do not measure this time period. Following a decision to register it often happens that clients wait a long time before paying fees and collecting their documents. This comes before archiving and skews the results. It was agreed that RGA would request offices to monitor the real time between application and decision to gather the required data.

**Footnotes:**

2 There are 4,525 CM nationwide and 4,080 are completed. Most of the others are over 70% completed.

3 The project focused on urban areas because they were (a) more complex and time consuming; and (b) the key areas where the property market activity was most vibrant.

7. It should be noted that services have improved greatly within RGA and that information on services are available on the RGA web site. It is also possible to monitor progress with an application on the web site and to submit requests for information on-line. When applications are processed customers have the option to receive notice to come and collect their documents via an SMS text message. RGA would like to proceed with electronic submission of documents, but the substantive law in Serbia does not yet support digital signatures or payments for government services over the internet.

Other Project Issues and Actions

Procurement Plan

8. The 2010 procurement plan has not yet been updated to reflect the changes following the extension to the project. Many of the dates are now past, especially those relating to the procurement of building renovation works, because there have been delays in getting permits. There is a significant risk that some of the larger construction works planned will not be able to be tendered, and works completed, before the project closes. There is also a problem that there is insufficient funds remaining for some activities. Inflation, increasing living standards and wage expectations, and currency fluctuations have meant that some envisaged works will not be able to be completed. For example, the project had originally envisaged renovations to the customer reception areas for 52 offices, but changes to plans during the course of the project reduced this to 44 offices (two of which were completely new buildings). Only 30 office renovations have been completed with the funds available. Eight additional offices have approved plans, but can’t be tendered. Also, it is likely that payment for consultants undertaking REC work will have to be stopped in July 2011 due to lack of funds. It was agreed that RGA will prepare a new procurement plan that revises the existing 2010 plan and includes the 2011 procurement plan, taking into account available budgets and the time period remaining for the project. RGA would consider how other works might be funded and advise the Bank team accordingly.

Financial Management

9. The mission confirmed receipt of the project audit report for 2009 financial statements, which was unqualified. The requirement for a limited scope entity audit for certain RGA accounts in selected regions was waived for 2009 and 2010 on condition that a limited scope audit on agreed terms of reference would be performed at the end of the project incorporating audit of financial statements for the years ended 31 December 2009, 2010 and 2011. Annual audits of project financial statements will be required until the end of the project with the next project audit due in 2011 for financial statements of the year ending 31 December 2010.

10. The Cadastre and Real Estate Registration project has been selected as one of the first group of current projects to be migrated from using a commercial bank account as the designated account for World Bank funds and payments processing to use of country systems, in accordance with the request by the Minister of Finance and World Bank policies. The World Bank is committed to using country systems wherever possible in line with its agreement to the 2008 Accra Agenda for Action on aid effectiveness. The detailed arrangements for transition of the project to country systems will be implemented through cooperation between the Bank, the PIU, RGA, Treasury and the NBS over the next few months.

Business Plan

11. The Corporate Strategy and Business Plan for 2010 was completed early in 2010, and following comments from the Bank team a final version was prepared and approved in
July 2010. As we are now approaching 2011 it is necessary to assess the success in achieving the 2010 plans and preparing the business plan for 2011. It was agreed that this would be done and sent to the Bank for review by January 31, 2011.

**Donor Support**

12. Various donors continue to provide support to RGA. Sida have recommenced a project providing technical assistance and training in various aspects of land administration and they have taken over many of the training activities previously being funded through the project. The EU are expecting to complete full orthophotomapping for Serbia by the end of 2010 and the current Norwegian assistance that has provided a scanning center, digital archives for maps and support with development of the National Spatial Data Infrastructure (NSDI) is also closing at the end of 2010. RGA are involved in a new regional project funded through EU IPA funds to further strengthen NSDI in several countries in the Balkans in preparation for meeting the requirements of the EU INSPIRE directive\(^5\). The Japanese government are assisting RGA with training and support in digital base mapping, and a loan agreement with the French government is being prepared to help RGA to establish a processing and management facility for remote sensing. As training is an integral part of the Bank funded project and Sida have taken control of much of the training the mission team requested a report on training, whether funded by the government, Sida or the Bank, outlining what has been achieved so far and comparing this with the expectations outlined in the project documents.

**Action List**

The findings and results of the Bank team as provided in the Aide Memoire were discussed with RGA at a wrap up meeting on September 24, 2010 and the following actions were agreed:

<table>
<thead>
<tr>
<th>Task</th>
<th>Who</th>
<th>When</th>
</tr>
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<tbody>
<tr>
<td>1. A revised procurement plan for 2010 and new procurement plan for 2011 will be sent to the Bank for review and approval.</td>
<td>PIU and RGA</td>
<td>Nov 30, 2010</td>
</tr>
<tr>
<td>2. A short report on achievements of the 2010 business plan and the new 2011 business plan will be sent to the Bank.</td>
<td>RGA</td>
<td>Jan 31, 2011</td>
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<tr>
<td>3. A report on training provided under the project and through Sida funding will be supplied to the Bank for review.</td>
<td>PIU</td>
<td>March 31, 2011</td>
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<tr>
<td>4. RGA will begin monitoring the time period between accepting an application for registration and signing of the decision and be prepared to report on this for each office during the regular quarterly reporting.</td>
<td>RGA and PIU.</td>
<td>Quarterly from Dec 2010.</td>
</tr>
<tr>
<td>5. <strong>IT System.</strong> Recomence regular meetings between the client’s and contractor’s contract managers in order to agree the implementation of</td>
<td>IT Dept of RGA and</td>
<td>Week of Sept 27</td>
</tr>
</tbody>
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\(^5\) The INSPIRE directive came into force on 15 May 2007 and will be implemented in various stages, with full implementation required by 2019. It aims to create a European Union (EU) spatial data infrastructure. This will enable the sharing of environmental spatial information among public sector organizations and better facilitate public access to spatial information across Europe. A European Spatial Data Infrastructure will assist in policy-making across boundaries. Therefore the spatial information considered under the directive is extensive (including multiple sectors and themes) and includes the requirement for creation of national spatial data infrastructures in member States that conform to the European model.
<table>
<thead>
<tr>
<th></th>
<th>IT System. Implement new test regime, starting with the tests of the preliminary integrated system version of the system.</th>
<th>IT Dept of RGA and Siemens.</th>
<th>Oct 4, 2010</th>
</tr>
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<tr>
<td>6</td>
<td>IT System. Appoint the PIU IT officer as the Secretary of the IT Steering Committee.</td>
<td>IT Dept of RGA</td>
<td>Oct 1, 2010</td>
</tr>
<tr>
<td>7</td>
<td>IT System. Commence planning for: data migration; system roll-out; training; and system documentation.</td>
<td>IT Dept of RGA and Siemens.</td>
<td>Sept 27, 2010</td>
</tr>
</tbody>
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Annex 1. Progress by Component.

Component A: Operational Development and Support


The AGROS is working well and all outputs and activities for this subcomponent have already been met. There has been some minor communication problems in the system, but otherwise there are no issues of concern. New control software has successfully been installed and the running of a backup center by a private company in Belgrade was contracted. The number of commercial contracts for system users rose from 200 to 240 since the last mission. RGA continues to arrange connections with neighboring country’s networks and recently a contract with Hungary was signed. RGA intends to include the Russian GLONASS satellites into AGROS, which is possible with the new software.

The department is in charge of coordinating the new French IGN project dealing with remote sensing methodology for data capture and processing for the Serbian National Spatial Data Infrastructure (NSDI). The project encompasses the transfer of know-how, delivery of equipment, training and study tours. In this context a new set of orthophotos replacing the EU CARDS material shall be produced. RGA can on this way fulfill an obligation stipulated by the new law. During the mission RGA negotiated details of the project with the French partner. The project demands considerable human resources from RGA.

A2. Digital Cadastre Mapping

The map conversion process has advanced well, with the 54 hired individual consultants and contracts with private companies running in parallel. Meanwhile 47% of the 4522 cadastral municipalities, or nearly 60% of the area, are either covered with digital maps or are under execution. The target values for the 1:500 scale maps is achieved and the 1:1’000 and 1:2’500 areas are exceeding the target values significantly. 5 additional contracts will soon be tendered. The RGA has decided to continue with the contracting under RGA budget. The digital maps are now put into official use as soon as all errors are corrected. There are only rare cases, which are not yet in official use.

The Japanese JICA project, with a duration of 2 years, has started well. The CARDS orthophotos are used to produce digital base maps in scales 1:5’000 and 1:10’000. The necessary equipment is delivered. The working guidelines are partly developed and the map symbology will be tested in pilot project areas containing rural, semi-urban and urban territories. The project will train trainers, who will be responsible for providing training and guidance for base map production throughout RGA. Training will start in the Spring of 2011.

In the CARDS project the missing aerial photos have now been taken and the orthophoto production is almost complete. Due to problems in the contact areas of the mosaic a considerable part of the result has not yet been accepted. RGA expects that these problems can be solved and the CARDS project will be concluded in time by the end of 2010.

A3. Real Estate Cadastre Execution

Progress in REC creation reported in July 2010 showed that under the original target area (56 CMs in 50 cities and towns), there were 294 sq km covered by REC. In terms of the number of CMs, REC is established in 22 CMs, while there are 34 CMs, or 1147 sq km where the work on REC creation is ongoing. Between July 1 and Sept 15, additional 3 CMs have been completed. In the extended project area, which consists of 108 CMs, or 2,448 sq km, the work
on REC is progressing well. REC was established in 83 CMs, which corresponds to 1,499 sq km. This means that in terms of extended area covered, 61% of the target has been met. The work was accelerated after the resolution of the Land Book problem, which blocked the work for a long period. It is still difficult to recruit the necessary number of lawyers for commission work, but RGA is confident that they will achieve national coverage, with the exception of areas covered by the stereographic projection or under land consolidation, by the end of the project. The exception covers only 3% of the country. A part of this area where the land consolidation and the resurveying work cannot be financed is planned to be covered with a preliminary digital or analogue REC.

A4. Real Estate Cadastre Completion for Belgrade

After completing two large CMs in Belgrade (Palilula and Zvezdara) there are now 10 CMs out of 31 CMs in which REC has been established. In May 2010, RGA assured the mission that all but three CMs in Belgrade would be completed. This means completing 18 CMs in 12 months, which is a target difficult to achieve. The project managed to complete massive work on REC creation in key urban CMs in Belgrade (municipalities such as Savski Venac, Vracar, Palilula, Zvezdara, Vozdovac), leaving CM Cukarica as the last area to be covered. For this CM the digital cadastral maps are ready and the REC execution is under preparation. A concentrated effort is needed to complete the REC for Belgrade during the last year of the project.

In the broader Belgrade city area, which includes 6 peri-urban CMs, 4 have so far been completed. The extended target area, covering an additional 24 CMs that includes small urban and peri-urban municipalities around the city of Belgrade, is 71% completed (17 CMs).

A5. Improving Registration Services to the Public

The primary outcome for this subcomponent is the improvement of the quality of services provided to the public. There is good progress with improving the time for completing the approval and registration of standard transactions, but there is still some improvement required to meet the project targets. See paragraphs 6 and 7 of the main text of the Aide Memoire.

There are no ongoing construction works at this point. Thirty offices have undergone either new construction or renovations and these offices are now providing good services to the public. A further 8 offices have designs agreed and approved, but there are insufficient funds remaining in the project to undertake the construction works. Under the current procurement plan project resources are allocated to renovation of Zemun office, the Digital Archive, the Server Room and the RGA Basement (which has problems with drainage and requires protection from flooding). There are administrative difficulties with obtaining a location permit for Zemun office reconstruction and RGA are considering amending the design so that at least the ground floor area can be renovated. It is important to move forward quickly with the tendering of remaining construction works if the actual works themselves are to be completed before the end of the project. An alternative would be to complete works on the 8 offices that have already approved designs.

A6. Information and Communication Technologies Systems Modernization for REC

This subcomponent remains the most challenging and the one that will be most difficult to complete within the remaining time frame of the project.

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6 V.Mostanica, Ostruznica and Barajevo
7 Area of responsibility of RGA Office Belgrade
One mission team member attended the presentation of the status and the functionality of the REC-Software on September 16 and 17, 2010. Unfortunately the Pre-Alpha-testing scheduled for September 20 to 22 had to be postponed again because it was not possible to prepare the production data base and to achieve the integrated system. The reasons are problems with the integration of the REC and the DKP (graphical) parts and severe performance problems with the loading of the rectified data from the intermediate into the production data base. Tests with an inappropriate system would have created further disappointment for the RGA side.

The presentation showed reasonable progress in the REC and the DKP components, which were restarted in April 2010 practically from scratch. After 6 months, the web-based REC solution developed by a team around Prof. Dr. Dragan Milicev from the University Belgrade has reached a similar status similar to the previous one that took 20 months between 2008 and 2009. The new system is much more flexible, but some modules are not yet finalized. The Graphical Rich Client (GRC) component has been finalized by the new subcontractor GISdata and is waiting for integration. This component is highly flexible and nearly all use cases are covered. The ‘Address-Register’ part is developed, but a clear view about the role of the addresses and the respective requirements from RGA side is still not finally consolidated. The interaction between the web-based REC module with the GRC, and the delivery and integration of the result, was demonstrated with the help of an exemplary request from the REC module to the GRC. The mission team visited GISdata and Siemens in Belgrade, who confirmed the missions team’s conclusions. During the period of the mission several software bugs were fixed.

The client’s confidence in the contractor’s ability to deliver the final product is still not restored. The short term postponement of the pre-alpha-tests aggravated the doubts, especially as it became clear that the alpha-version will still not be available within the next one or two weeks. The project manager of Siemens anticipates the availability of the final alpha-version in November 2010.

Overall it can be expected, that the system development, the training and the roll-out can be completed during the remaining project period, but it will be challenging in the time frame and the client’s confidence in the contractor’s capability needs to be restored. The mission team recommended refraining from further pre-alpha versions and focusing on the preparation of the real alpha version. Instead all developed modules should be released for testing and debugging by the RGA test teams as soon as they are ready, and as new modules are finalized they should be released for testing as soon they are available. The RGA test teams will then become acquainted with the software and it reduces the number of bugs that will be evident in the alpha version. Pending questions concerning the performance of the single modules can be clarified as well. This approach was discussed with all involved partners and all agreed that this was a viable approach. As soon as the alpha-version will be available, these intermediate module testing is to be replaced by alpha testing.

In order to make best use of the time available, it is important for the contractor to begin immediately the planning of the execution of the data migration, the roll-out procedures, the training, and the finalization of the system documentation. While the roll-out procedure becomes easier due to the new system design, the data migration remains a considerable risk. To be capable to identify and to mitigate this risks, and to
prove the system performance, it is necessary to include the data for at least 15 political municipalities (as initially agreed) into the alpha test version.

In order to improve the confidence between the contracting parties it is important that direct contacts between the project managers of both sides are intensified. Meetings between these two key persons have not taken place for a long time. Both have agreed to hold regular direct meetings in future. The necessary translation services are to be provided by the PIU. The operational realization problems must be discussed at this level, while administrative problems should be handled by the directors of RGA and Siemens. In addition there is a certain lack of formality, for example, minutes for the last two IT Steering Committee meetings are missing. The mission recommends to appoint the PIU IT Officer as secretary of the Steering Committee and to charge him with the elaboration of official minutes which are to be approved by the participants.

RGA has decided to sign the addendum to the initial contract and to release payment only when the alpha-version can be accepted. The mission team supports this position, but every effort should be made from both sides to achieve the functioning alpha-version.

An overview on the course of the project in diagrammatic form can be seen in the attachment to this Annex.

A7. Legal Extension Services

Legal extension service RGA provides to citizens has been implemented successfully. A monitoring system is in place and regular reports are shared with the Bank. About 70% of offices report on advisory services they provide, by filling in the questionnaire, which is then processed by the PIU. So far this has just been another form of reporting, but the analysis of data collected would provide valuable information to RGA on what are the most common issues their clients face, and how those issues could be addressed in a systematic and sustainable manner. It is recommended that this analysis be done.

The cost for first time registration (during the REC creation) is already notably reduced. In the case of record transfer from the Land Book to the REC there is no charge at all for anyone. The new draft tariff policy will exempt low-income land owners from charges for various types of documents and services

Component B: Capacity Building and Institutional Development

B1. Strategic and Business Plan Development

The strategic plan and business plan for 2010 were approved by RGA and the Bank team in July 2010. The Bank team provided comments at that time. It was agreed that RGA would analyze the success in meeting the 2010 business plan targets and prepare the 2011 business plan over the coming few months. The results will be provided to the Bank team for review by the end of January 2011.

B2. ICT System updating and implementation

The new design of the REC IT-system as well as the general technical progress in IT necessitates the review of the IT-Strategy. This work is to be executed during the remaining project time. The lessons learned during the IT development and implementation phase are to be processed, compiled and transferred to guidelines for the future work of the IT department.

B3. Legal Framework Completion
There has been continuous work throughout the project period on completing the legal framework, but this is a never-ending activity. The targets specified in the project documentation can be considered to have been met.

Recent changes introduced by the new law on spatial planning and construction (2009) have actually brought difficulties to investors when requesting a construction permit. The responsibility of collecting various permits (such as utility permit, communal permit), that used to be with the investor, has been transferred to the secretariat for urban planning or local administrations. The investor has to provide only legal documents concerning the property and a preliminary design. Now the investor has no influence on the speed of the process of collecting permits. Serbia stands at number 174, out of 183 countries, in dealing with construction permits in the World Bank “Doing Business 2010” report and needs to improve dramatically. It is discouraging to learn that though the law has been changed it did not bring much progress in this regard.

Progress on development and enactment of 22 regulations under the Law on State Survey (in force since 11-Sep-2009) continues. Annex 2 to the May 2010 Aide Memoire provides a detailed list of regulations and their status. Since May four regulations/by laws have been enacted, namely:

1. Regulation on establishing, updating and maintaining the Real Estate Cadastre Rules for cadastral survey - enacted on June 17, 2010
2. Regulation on the corporate licences of geodetic organizations and individual survey licences – enacted on May 14, 2010
3. Regulation on surveys and cadastre of utilities – enacted on August 30, 2010
4. Regulation on professional supervision, and review and acceptance of works – enacted on June 7, 2010

Training for RGA staff on the implementation of enacted regulations will start in October 2010. Another round of training workshops on the implementation of the law on state survey and cadastre planned for June –July 2010 has been postponed for later this year after the project extension.

The fifth issue of the bulletin of cadastral and legal practice and the geodetic service magazine has been published.

B4. Global Customer Publicity and Information Campaign

There are no changes in the RGA PAC activities. They continue through presentation of RGA activities in media; participation in workshops, seminars and conferences; regular updates of the RGA website and periodical publication of the cadastre bulletin.

RGA continually improves its website offering more services to the public. Currently citizens can access 1) information on REC centers and services; 2) mortgage registry; 3) overview of cadastral municipalities (name, status, etc); 4) submitting application forms on the Internet; 5) public display announcements, etc.

B5. Training and HR Development

The revised 2010 Training Plan includes two “Legal” modules: 1) regulations and cadastral-legislative practice, and 2) real estate cadastre and law application. Five workshops planned under Module 1 will be launched in October. Another round of training under Module 2 is expected to be organized later this year and in 2011.

Two study trips have been conducted since May, with participation in 1) the Third Regional Conference on Cadastre and Land Administration, held in June 2010 in Becici, Montenegro;
and 2) the Conference on Open Source Geospatial Software held in Barcelona, Spain in September 2010.

The volume of training activities financed by the project has been reduced significantly. There are substantial training activities financed by JICA, Norway, SIDA, which are complementary with the master training plan of RECRP, but there are no reports shared with the PIU. In general there is little exchange of information between sectors on the training activities, and such information cannot be found in one place. The implementation of SIDA Phase 3 has finally started after a long delay. Project Manager and members of the Project Council were appointed. Training was held for AGROS staff; there was a study tour to Sweden on development and implementation of RGA Intranet; and a workshop on mass-evaluation system.

Donor funded training activities available for RGA staff had been a strong argument of RGA for reducing the training activities under the Project. Training funds were reallocated to priority activities such as REC creation. The Bank supported RGA in those decisions expecting that training activities would continue with the same dynamics and quality financed from different sources. Monitoring the progress under this Project component requires regular reporting on people trained, types of training held, and results achieved. It was agreed that the PIU training manager would prepare a comprehensive report on training activities and training plans, whether provided by RGA, Sida, Bank funds or other donors. The report would be delivered to the Bank for review by the end of March 2011.

B6. Project Management

The administration and management of the project has been satisfactory. The Project Implementation Unit (PIU) has continued to be staffed with sufficient professional personnel. Shortly after the IT Officer’s resignation, a new person was hired. This position is of key importance at this stage as the IT Officer participates as a member in the work of RGA ICT Project Management Team.

There were no Project Council (PC) meetings since April 2010, when PC was able to provide valuable counseling to RGA in regard the ICT contract management, business strategy and project priorities. However, a PC meeting was held during the course of the supervision mission. No issues of concern were raised and the PC gave a generally favourable assessment of the project.

B7. Research and Development

The activities under this component have been completed. Work has mainly involved development of options and issues for meeting ISO standards, requirements for the NSDI and technical issues concerning geodetic research. This work is being taken up further through the Norwegian, Japanese, French and Swedish projects.

B8. Monitoring and Evaluation

M&E reporting continues to improve. Its quality is now excellent and quarterly reports are delivered on time and are informative. Recommendations provided by the mission in May 2010 have been incorporated: it now reports on requests for legal extension service; separately presents progress under original and extended targets for REC creation; and compares seasonal fluctuations in numbers of transactions and mortgages.

A consulting company to conduct a customer survey has been selected. The survey is expected be completed before the end of 2010.