Real Estate – Basis for National and EU Policies

Advisory Services from the

World Bank

Output 5 - Institutional Action Plan

for the National Agency for Cadaster and Land Registration (ANCPI) of Romania

PART TWO – KEY AREA ACTION PLANS

January 31, 2015

Acknowledgments

Table of Contents

Acronyms

ANCPI	National Agency for Cadaster and Land Registration
CNC	National Center for Cartography
eTerra	Electronic land registration system
ERP	Enterprise Resources Planning business management software
EU	European Union
IAD	Internal Audit Department
ICT	Information and Communication Technologies
INIS	Romanian NSDI
INSPIRE	Infrastructure for Spatial Information in the European Community; EU Directive
KAAP	Key Area Action Plan
MIS	Management Information System
NPCLB	National Plan for Cadaster and Land Book
NSDI	National Spatial Data Infrastructure
OCPI	Office for Cadaster and Land Registration (local office)
SPU	Strategic Planning Unit
TA	World Bank Technical Assistance Project Real Estate: Basis for National and EU Po

Key Area Action Plan #1 – Management and Organization

Summary

The overall objective in this key area is to *strengthen the capacity and structure of ANCPI's management to implement NPCLB and transform ANCPI into a modern land registration agency in line with European best practice*.

Management and organizational actions represent a critical framework for maximizing the impact of reforms being undertaken within ANCPI. The actions are based on: (i) an exhaustive Institutional Review including independent surveys[1] and workshops[2] with officials and staff; (ii) inputs from subsequent complementary expert consultant studies of land registration processes[3], ICT[4], financial management[5], HR[6], procurement[7], and communications[8], plus management consultations; and (iii) the opportunities (and risks) offered by the new ability of ANCPI to use its fee income for financing the ambitious NPCLB.

The actions are organized in the following five components:

 A. Revise the management structure

    1.1 Revise the organizational structure with three deputy directorships for Operations, Strategy/Evaluation, and Administration[9]

    1.2 Activate a broader management team[10]/[11] , including OCPI Liaison[12], to regularly provide advice to the Director General and promote enhanced policy review, operational coordination, and internal communication

---

[1] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). MMT Research Report

[2] Institutional Review Output 4 Workshop, March 24th 2014. Institutional Action Plan Output 5 Workshop, June 12th 2014. Marshall Garden Hotel. Bucharest. Real estate – Basis for National and EU Policies (P145716).

[3] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Report. Land registration Process

[4] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Report. ANCPI ICT Strategy & Action Plan 2015 – 2019 [Supporting Project Outputs 4 and 5]

[5] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Report. Finance and Economics Mission: Reports and Action Plans

[6] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft HRM Strategy of ANCPI and Draft Training Needs Assessment Report

[7] Model framework agreement and contract to be included in bidding documents

[8] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Communication Strategy for the NPCLB

[9] Recommendation #1 from Output 4 – Institutional Review

[10] Recommendation #8 and 9 from Output 4 – Institutional Review

[11] Recommendation #5 and 6 from Output 4 – Institutional Review

[12] Recommendation #7 from Output 4 – Institutional Review

B. Embrace strategic planning - elevate its role, realism, and impact

      1.3 Create a strategic planning unit[13] fully empowered and capable to draft, monitor, and evaluate agency and OCPI performance against plan indicators and use the findings to inform decision making
      1.4 Draft an ANCPI Strategic Plan 2015-2018 [14]

C. *Review the CNC Business Plan*[15]
      1.5 Review the CNC Business Plan

D. Continuously develop management skills
      1.6 Train all current and incoming managers in management skills[16]
      1.7 Contract a Project Management company
      1.8 Conduct study visits for senior managers to model international land registration agencies[17]
      1.9 Initiate objective setting and performance evaluation of managers including incentives for good performance[18]

E. Strengthen project management oversight capacity
      1.10 Develop and implement appropriate project management methodology
      1.11 Review, update and revise the project management procedures.

F. Develop and implement stakeholder consultation practices[19]

      1.12 Develop and implement Stakeholders consultation practices

The estimated costs of implementing KAAP#1 is 550,000 euros over the first two years, with external costs of 460,000 euros and internal costs of 96,000 euros (1,070 staff days).

---

[13] Recommendation #13 from Output 4 – Institutional Review; and Draft Report. Finance and Economics Mission: Recommendations #6 regarding ANCPI's Business and Financial Plan
[14] Recommendation #13 and 21 from Output 4 – Institutional Review
[15] Recommendation #11 from Output 4 – Institutional Review
[16] Recommendation #14 and 16 from Output 4 – Institutional Review
[17] Recommendation #14 from Output 4 – Institutional Review
[18] Recommendation #25 from Output 4 – Institutional Review
[19] Recommendation #17 from Output 4 – Institutional Review

Key Area Action Plan: Management and Organization A. *Revise the management structure* Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							
Objective:	To expand scope and time for conceptual leadership, policy oversight, and external communication by senior ANCPI officials						
Results:	Improved capacity of ANCPI management to implement NPCLB and to transform ANCPI to a modern land registration agency in line with European best practice						
Indicators:	Adherence to NPCLB and ANCPI strategic plan targets						
Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros**	**(excluding**	**ANCPI staff time)**
					2015	2016	2017
1.1. Revise the organizational structure[20] **Priority: H Timeframe: 1**	1. Revise and adopt new agency organizational structure in order to reflect business priorities	Revised organizational structure	Mar. 2015	Dir. Gen. HR Dept.			
	2. Establish clear tasks and responsibilities for the newly created units and	Tasks and responsibilities for the newly created units and positions	Mar. 2015	Dir. Gen. HR Dept.			

---

[20] Recommendation #1 from Output 4 – Institutional Review

		positions[21]					
	3. Announce the new organizational structure with description of new units responsibilities and new positions	News to be disseminated throughout ANCPI staff and business stakeholders	Mar. 2015	Dir. Gen. Comm. Dept.			
1.2 Activate a broader management team[22], including OCPI Liaison[23], to regularly provide advice to the	1. Establish TORs for the management team	TORs for the management team[24]	Feb. 2015	Dir. Gen. Management expert[25]			
	2. Select and activate a meeting facilitator to support the	Contracted facilitator[26]	Mar. 2015	HR Dept.	12,000[27]		

---

[21] Organization chart proposed in Output 4 – Institutional Review. See also Recommendation #1 to 8 and 28 (immediate), 12

[22] Recommendation #8 and 9 from Output 4 – Institutional Review

[23] Recommendation #7 from Output 4 – Institutional Review

[24] See Draft Terms of reference in Institutional Action Plan report – Part Three

[25] Under current Real Estate RAS TA

[26] This task could be provided by a Project Management company to be contracted by ANCPI to ensure continuous management support and expert resources. Management decision needed. However in case such contracted external support will not be available during 2015, the services will be contracted separately.

[27] For 5 staff days/mth for 12 months.

Director General and promote enhanced policy review, operational coordination, and internal communication **Priority: H** **Timeframe: 1**	meetings preparation and to provide orientation and counseling for first meetings						
	3. Schedule management meetings		Feb. 2015 onwards	ANCPI Management			

Key Area Action Plan: Management and Organization B. *Embrace strategic planning - elevate its role, realism, and impact* Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Objective:	To develop and strengthen ANCPI strategic planning and management
Results:	2015-2018 Strategic Plan approved and a Strategic Planning Unit[28] created to monitor, evaluate, and update the Plan and related annual business plans which are consistently used as guides for operations and decision making
Indicators:	New Strategic Planning Unit created and staff trained
	2015-2018 Strategic Plan adopted
	Strategic Plan monitoring provided to ANCPI Management

Measures	Activities	Milestones	Dates	Responsible	Costs in Euros	(excluding ANCPI staff time)	
					2015	2016	2017
1.3 Create a strategic planning unit fully empowered and capable to draft, monitor, and evaluate agency and OCPI performance against	1. Establish Strategic Planning Unit (SPU)[29] [30] composition and determine location within organization	Strategic Planning Unit established	Mar. 2015	Dir. Gen. HR Dept.			
	2. Staff selected or recruited	Functioning unit supporting Strategic Planning	Apr. 2015	HR Dept.			

---

[28] Recommendation #13 from Output 4 – Institutional Review; and Draft Report. Finance and Economics Mission: Recommendations #6 regarding ANCPI's Business and Financial Plan
[29] The Strategic Planning Unit (SPU) can be established as a department/service under the direction of the General Director or Deputy Director. The SPU must be included in the revised organigram (activity 1.1.1).
[30] See Draft Terms of reference in Institutional Action Plan report – Part Three

plan indicators **Priority: H** **Timeframe: 2**	2	Ensure specialized training of the SPU[31]	Trained staff of SPU	May 2015	HR Dept. Strategic planning expert	6,000 [32]		
1.4 Draft the ANCPI Strategic Plan 2015-2018 **Priority: H** **Timeframe: 2**	1.	ANCPI appoints members of Strategic Planning Working Group (SPWG) [33]	ANCPI Management meeting held and decision announced	Mar. 2015	ANCPI Management SPU Strategic planning expert[34]	6,000 [35]		
	2.	ANCPI management and SPWG identify ANCPI's strategic goals	ANCPI Strategic Objectives	Mar. 2015	SPU Strategic planning expert[36]			
	3.	Gather and review inputs from all departments, OCPIs and CNC	Report on inputs and goals and objectives proposal provided to Management Committee	Mar. 2015	SPWG SPU			

---

[31] See Draft Terms of Reference in Institutional Action Plan report – Part Three
[32] For one local expert, 15 staff days/mth, for 2 months.
[33] See Draft Terms of Reference in the Institutional Action Plan report – Part Three
[34] This task should be provided by a Project Management company to be hired by ANCPI to ensure continuous management support and expert resources. However in case such contracted external support will not be available during 2015, the services will be contracted separately.
[35] For 5 staff days a month for 6 months
[36] This task should be provided by a Project Management company to be contracted by ANCPI to ensure continuous management support and expert resources. Management decision needed. However in case such contracted external support will not be available during 2015, the services will be contracted separately.

	4. Present draft ANCPI Strategic Plan 2015-2018	Draft Strategy	Jun. 2015	SPWG SPU ANCPI Management		
	5. Revised Strategic Plan including cost projections and key performance indicators approved by Management Team	ANCPI Strategic Plan 2015-2018	Oct. 2015	SPWG SPU		
	6. Strategic Plan approved by the ANCPI Management Board	Strategic Plan Approved by ANCPI Board	Oct. 2015	ANCPI Management		

Key Area Action Plan: Management and Organization C. *Review the CNC Business Plan*[37]
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Objective:	To develop and implement a new business plan for the National Cartographic Centre
Results:	CNC has a new business plan
Indicator:	CNC business plan KPIs

---

[37] To be revised according to the Draft Technical report on CNC's Business Plan

Measures	Activities	Milestones	Dates	Responsible	Costs in Euros (excluding ANCPI staff time)		
					2015	2016	2017
1.5 Review the CNC business plan **Priority: H** **Timeframe: 1**	1. Draft Technical report on CNC's Business Plan	Technical report on CNC's Business Plan	Jan. 2015	ANCPI Management LA Experts [38]			
	2. Create CNC Working Group [39] and ensure coordination with the SPWG (see KAAP#1)	CNC WG approved	Feb. 2015	ANCPI Management			
	3. Consolidate the CNC responsibilities within ANCPI and at the national level [40]	Revised CNC responsibilities	Mar. 2015	ANCPI Management CNC			
	4. Align Short and Medium		Mar. 2015	CNC WG			

---

[38] Under Current Real Estate RAS TA

[39] See Draft Terms of reference in Institutional Action Plan report – Part Three

[40] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Technical report on CNC's Business Plan

	term CNC work plan on NPCLB and NSDI implementation						
	5. Conduct market needs assessment [41] on geospatial data products by CNC	Market survey	Apr. 2015	CNC WG	50,0 00[42]		
	6. Propose a revised list of CNC geospatial products and services	List of products and services aligned with market needs and greater contribution of the private sector	Jun. 2015	CNC WG			
	7. Propose New CNC Business Plan with greater involvement of the private sector; Ensure coordination with ANCPI Strategic	New CNC Business Plan	Jul. 2015	CNC WG			

---

[41] See Draft Terms of reference in Institutional Action Plan report – Part Three
[42] Based on the Client and Staff survey costs under Output 4

	Plan (Measure 1.4 above)						
	8. Approve CNC New Business Plan	New CNC Business Plan approved	Sep. 2015	ANCPI Management			
	9. CNC organization reengineering aligned with the new CNC Business Plan		Sep. – Dec. 2015	CNC Management			

Key Area Action Plan: Management and Organization D. *Continuously Develop Management Skills*						
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.						

Objective:	To develop and strengthen ANCPI officials' management skills
Results:	Improved professional capacity of ANCPI managers
Indicators:	Number of managers trained
	Performance evaluation feedback
	Staff survey feedback

Measures	Activities	Milestones	Dates	Responsible	Costs in Euros	(excluding ANCPI staff time)	
					2015	2016	2017
1.6 Management training[43] **Priority: H** **Timeframe: 1-2**	1. Identify and contract training provider	Training provider contracted	In line with KAAP#2 - HRM	HR Dept.			
	2. Develop customized training program	Customized management training program	In line with KAAP#2 - HRM	Training provider[44]	24,000[45]		
	3. Provide management training for the management	Strategic management training delivered	In line with KAAP#2 -	HR Dept. Training provider	52,500[46]	-	-

---

[43] Specific training identified in this KAAP will be considered in the overall Training need assessment in HR KAAP#2.
[44] See Draft Terms of reference in Institutional Action Plan report – Part Three
[45] For 120 staff days, estimated to develop customized training modules
[46] For 10 training groups, 15 training days/group, 200 persons

	team (ANCPI, OCPI, CNC)		HRM				
	4. Ensure follow-up on training activities	Continuous training activities	In line with KAA P#2 - HRM	HR Dept. Training provider	-	26,000[47]	26,000
1.7 Contract a Project Management company	1. Identify and ensure specialized external support for the management team in order to provide strategic and change management support and transfer of knowledge and to support implementation of major projects	Contracted external support[48]	Jan. 2016	Procurement Dept.		240,000[49]	240,000 840,000[50]

---

[47] For 130 staff days required to prepare and deliver follow-up on management training for 200 persons
[48] This task is recommended to be provided by a Project Management company contracted by ANCPI to ensure continuous management support and expert resources.
[49] For support at central level, with an estimated team of 10 experts (100 staff days/mth)

[50] For support at regional level, with an estimated team of 7 experts/region (70 staff days/mth starting 2016)

1.8 Conduct study visits for senior managers to model international land registration agencies **Priority: H** **Timeframe: 2**	1. Approval of Study visits concept	Director General's decision	Mar. 2015	Dir. Gen.			
	2. Identify counterpart institutions to organize exchange of experience for top management	List of potential international institutions to organize exchange of experience and visits for good practices	Mar. 2015	ANCPI Management LA expert[51]			
	3. Conduct Study visits[52]	Study visits conducted	Apr. – Jun. 2015	ANCPI Management	14,000[53]		
1.9 Initiate Objective setting and performance evaluation of managers including incentives for good performance **Priority: H** **Timeframe: 2**	1. Objective setting	Annual objectives for each manager	Mar. - May 2015	ANCPI Board ANCPI Management			
	2. Develop 360 degree assessment form	Evaluation form developed	Mar. 2015	HR Dept. HR Expert[54]			
	3. Communicate Rules to staff	Rules announced and explained	Jun. 2015	HR Dept.			
	4. Conduct	Reviews	Mar.	HR			

---

[51] Under Current Real Estate RAS TA

[52] See Draft Terms of reference in Institutional Action Plan report – Part Three

[53] Based on 2 countries visited with following participants: DG + 3Deputy DG + Dir. Cadastre + Dir. Land Registration+ Dir. CNC: Total 7 X 2000= 14000.

[54] World Bank experts can provide templates and examples

	reviews	conducted and discussed with each unit	- May 2016	Dept.			

Key Area Action Plan: Management and Organization E. *Strengthen project management oversight capacity*

Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Objective:	To streamline and improve ANCPI project management methodology
Results:	Improved project management methodology in use
Indicators:	Number of ANCPI departments implementing project management methodology
	Number of OCPIs implementing project management methodology

Measures	Activities	Milestones	Dates	Responsible	Costs in Euros (excluding ANCPI staff time)		
					2015	2016	2017
1.10 Develop and implement appropriate project management methodology **Priority: H** **Timeframe: 2-3**	1. Develop project management methodology	Project management methodology	Feb. 2015	Management expert[55] ANCPI Heads of Departments			
	2. Identify representative of each department of the Agency and CNC; establish pilot OCPIs and responsible persons	List of responsible persons List of pilot OCPIs	Feb. 2015	ANCPI departments Pilot OCPIs CNC			
	3. Cont	Available	Mar.	ANCPI			

---

[55] Under Current Real Estate RAS TA

	ract external consultant[56] [57] to provide support and guidance on the implementation	external support	2015				
	4. Implement a pilot project to test the new methodology for a determined period of time and collect feedback	Customized management methodology piloted	Jun - Sep 2015	ANCPI departments Pilot OCPIs CNC External consultant	4,000[58]		
	5. Analyze the feedback and adjust the management procedure	Final management methodology	Sep. 2015	ANCPI departments Pilot OCPIs CNC External consultant	2,000[59] (cost included under 4.1.5 above)		
	6. Organize training for the implementation of methodology	Training sessions delivered	Oct. 2015	Training provider ANCPI External consultant	Costs to be provided with HR training plan		

---

[56] This task is recommended to be provided by a Project Management company contracted by ANCPI to ensure continuous management support and expert resources. However in case such contracted external support will not be available during 2015, the services will be contracted separately.
[57] Management orientation and decision needed before preparing the Terms of reference.
[58] For 5 staff days /month, for 4 months
[59] For 10 staff days

	7. Implement the methodology within the entire Agency, including the OCPIs	Methodology being implemented at the level of entire Agency	Nov. 2015 - ongoing	ANCPI departments OCPIs CNC External consultant		800/month[60]	
	8. Monitor implementation of methodology for updates and follow up	Monitoring reports providing feedback on implementation of methodology for updates and follow up	Nov. 2015 - ongoing	ANCPI departments OCPIs CNC External consultant		800/month[61]	800/month
1.11 Review, update and revise the existing set of Project Management procedures **Priority**	1. Review existing set of Project Management procedures[62] used by ANCPI departments	Analysis document	Mar. 2015	ANCPI departments OCPIs CNC External consultant	8,000[63]		
	2. Update and revise set of procedures	Revised set of procedures	May 2015	ANCPI departments OCPIs CNC			

---

[60] For 4 staff days a month

[61] For 4 staff days a month

[62] See Draft Terms of reference in Institutional Action Plan report – Part Three

[63] As per an assignment of 40 days for a local consultant

: H Timefr ame: 2-3				External consultant			
	3. Implement the revised set of procedures	Updated set of procedures implemented and monitored	Jun. 2015 - ongoing	ANCPI departments OCPIs CNC External consultant			

Key Area Action Plan: Management and Organization F. *Develop and implement stakeholder consultation practices*							
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							
Objective:	To develop and strengthen working relations with key partner stakeholders						
Results:	Regular communication and improved collaboration with business partners and clients						
Indicators:	Number of meetings of the Advisory Committees Number of bilateral meetings held with stakeholders						
Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros**	**(excluding ANCPI staff time)**	
					2015	2016	2017
1.12 Develop and implement Stakeholder consultation	1. Decision to put in place the Advisory Committees of business partners	Decision taken	Feb. 2015	ANCPI Management			
	2. Contact representatives	Initial meetings	Feb.	Dir. Gen.			

23

framewor k[64] **Priority: H** **Timefra me: 1**	of business partners and establish first meetings	of Advisory Committ ees (minutes of the meetings)	2015			
	3. Establis h ANCPI representatives on Advisory committees	List of ANCPI represent atives on Advisory committe es	Feb. 2015	Dir. Gen.		
	4. Agreem ent on the TOR of the Committee		Feb. 2015	Advisory Committee		
	5. Establis h legislative framework for the future activity of the Advisory Committees		Jun. 2015	Dir. Gen.		
	6. Identify external support[65] for the Advisory Committees	Consulta nt contracte d	Mar. 2015	Dir. Gen.	400/m onth[66]	

---

[64] See Draft Terms of reference in Institutional Action Plan report – Part Three
[65] This task is recommended to be provided by a Project Management company to be contracted by ANCPI to ensure continuous management support and expert resources.
[66] For 2 staff days / month

Key Area Action Plan #2 – Human Resource Management

Key Area Action Plan: Human Resource Management
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Summary

The overall objective of this Key Area Action Plan is to ***ensure proper HRM systems and processes to allow*** *with the right skills to be placed in the right jobs.* The actions are organized in the following six components

 A. Improvement to workforce planning
     2.1 Develop internal procedures for ANCPI's HR Department to support a strategic workforce planni
     2.2 Perform an in-depth workload assessment and draw up an ANCPI medium term workforce plan fo

B. Recruitment

     2.3 Ensure recruitment of additional temporary staff needed for the implementation of the NPCLB
     2.4 Improve ANCPI's recruitment and transfer processes and procedures

C. Managing the workforce

     2.5 Review and update the job descriptions of for the positions included in the medium term workforc
     2.6 Develop a new staff retention, promotion and mobility policy
     2.7. Develop a system of financial and non-financial personnel rewards

D. Staff development

     2.8 Carry out a comprehensive Training Needs Assessment (TNA)
     2.9 Design and delivery of the Integrated Training Program (including senior managers development
     2.10 Analyze ANCPI's training system

Summary (continued)

E. *Staff performance*
      2.11Individual annual objectives (about work and training) aligned with business unit objectives
      2.12 Assess and improve the staff performance evaluation system

F. HRM departments and coordination of HR policy
      2.13 Support the preparation of the HRM Strategy to ANCPI
      2.14 Develop appropriate procedures, tools, associated practices, etc. to improve ANCPI HR manage

The estimated costs of implementing KAAP#2 is 1.2 million euros over the first two years, with external cos
internal costs of 166,000 euros (1,670 staff days).

Key Area Action Plan: Human Resource Management A. *Improvements to workforce planning*
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Objective:	To ensure that ANCPI human resource allocation is properly planned and carried out in the order to meet organizational objectives
Results:	Comprehensive and regularly updated reassessment of optimum workforce allocation for A measures to realign the workforce on the basis of the results of this exercise
Indicators:	Improved level of performance in the targeted departments Average number of vacancies per administrative unit reduced Average period for vacant positions reduced

Measures	Activities	Milestones	Dates	Responsible	Costs In Euros
					2015
2.1 Develop internal procedures for the ANCPI HR Department to support strategic workforce planning process **Priority: H** **Timeframe: 1**	1. Prepare the methodology for workforce planning (including workload assessment) [67]	Methodology agreed	Mar. 2015	ANCPI HR Dept. HR Expert	30,000[68]
	2. Establishing the priority departments/ OCPIs for in-depth workload assessment	List of approved pilot departments/ OCPIs	Jun. 2015	HR Dept/ Institutional WG. External consultant	
2.2 Perform the in-depth workload assessment and draw up the ANCPI medium term workforce plan for 2015-	1. Carry on the workload assessment for the agreed positions and departments	Report on staff workload	Sep. 2015	HR Dept. and OCPIs Reps External consultant	
	2. Prepare the 2015-2018 ANCPI medium term workforce plan	2015-2018 Workforce plan approved at ANCPI level	Dec. 2015	HR Dept. External consultant	

---

[67] See Draft Terms of reference in Institutional Action Plan report – Part Three

[68] As per an assignment of 30 days for international expert and 60 days for local consultant

2018 **Priority: H** **Timeframe: 2**	3. Ensure financial resources are budgeted for the implementation of the workforce plan	Annual budget of the ANCPI reflects the staffing levels foreseen in the workforce plan	Annually	HR Dept. ANCPI Budget Dept.	

Key Area Action Plan: Human Resource Management B. *Recruitment*					
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.					

Objective:	Ensuring that ANCPI recruits the most suitable candidates, with the right skills and comp... potential to meet the current and future needs of the organization
Results:	Redesigned recruitment procedure to ensure better alignment between the recruited indiv... competencies on one side and the needs of the particular staffing post or the overall organ...
Indicators:	The percentage of newly recruited staff meeting the defined criteria regarding qualificatio... Percentage of satisfaction among line managers regarding the professional and personal s... recruits Average number of qualified candidates per advertised vacancy Vacancies as a percentage of total budgeted posts reduced Average time reduced between a vacancy occurring and the post being filled

Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs Eur...**
					2015
2.3 Ensure recruitment of additional temporary staff needed for the implementation of the National Cadastre Program Priority: **H** Timeframe: **1**	1. Prepare detailed analysis on the staffing needs at OCPI level[69]	Report on the staffing needs at OCPI level agreed	Feb. 2015[70]*(if GD on the NPCLB is approved)*	HR Dept. OCPIs Reps HR Expert[71]	
	2. Prepare the list of new open positions for recruitment (Hiring Strategy and Hiring Plan)	List of open positions for each OCPI, CNC and ANCPI and estimated timing for recruitment process agreed	Mar. 2015	HR Dept. ANCPI management	
	3. Prepare methodological guidelines for carrying out the recruitment process	Recruitment methodology approved	Apr. 2015	HR Dept.	
	4. Carry out the recruitment for the opened temporary	Staff recruited according to the Hiring plan	May – Aug. 2015	ANCPI CNC OCPIs	

[69] See Draft Terms of reference in Institutional Action Plan report – Part Three
[70] Based on an approval of the NPCLB in January 2015. If NPCLB is adopted later, the dates of the following activities will have to be adjusted accordingly.
[71] Under Current Real Estate RAS TA

Measures	Activities	Milestones	Dates	Responsible	Costs
	positions				
2.4 Improve overall recruitment and transfer processes and procedures Priority: M Timeframe: 2	1. Assess the efficiency of the current recruitment procedures and analyze ways to increase flexibility	Assessment report on the current recruitment and transfer practices and procedures	Mar. 2015	HR Dept.	
	2. Review and revise staff mobility, delegation and transfer within the ANCPI-led sector	New procedure on staff mobility, use of delegation and transfers approved	Mar. 2015 - ongoing	HR Dept.	

Key Area Action Plan: **Human Resource Management C.** *Managing the Workforce*

Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Objective:	To ensure that all staff are fully aware of their roles, are provided with a good working e... promotion, incentives and reward mechanisms are equitable and sufficient to motivate pe... more effectively
Results:	Revised HRM processes New promotion policy Revised job descriptions A functioning bonus system
Indicators:	Increased staff satisfaction Percentage of job descriptions reviewed and revised Percentage of staff turnover reduced

Measures	Activities	Milestones	Dates	Responsible	Costs Euro
					2015
2.5 Review and update job descriptions for positions included in the Hiring Strategy and Hiring Plan	1. Revise job descriptions for the positions that are subject to recruitment and ensure consistency in approach	Job descriptions reviewed with well-aligned competencies required, responsibilities	Mar. 2015	HR Dept. HR Expert[72]	12,000[73]

---

[72] See Draft Terms of reference in Institutional Action Plan report – Part Three

[73] As per a 60 days assignment for a local consultant

(see previous component) **Priority: H** **Timeframe: 1**	throughout the system	and tasks			
	2. Develop training material for newly recruited staff	Training session with materials and presentations prepared for the newly recruited staff on their roles and responsibilities as well as coaching and on-the- job assistance	May – Jul. 2015	HR Dept. Sectoral depts. HR Expert	
2.6 Develop proposals for managing promotions and internal staff mobility **Priority: M** **Timeframe: 2-3**	1. Analyze options under the current framework and identify ways for fast-tracking of high-performing individuals and improved use of mobility in the system	Report on options for accelerated promotion and support of mobility in the system	Feb. 2016	HR Dept.	
	2. Analyze the impact of the end of temporary contracts and plan adequate succession	Report on the options for continuous employment to support the implementatio n of NPCLB	Jun. 2017	HR Dept.	
2.7 Develop a system of financial and non-financial rewards for personnel with outstanding performance **Priority: M** **Timeframe: 2-3**	1. Analyze current system and legal framework and prepare recommendations to support the use of incentives for personnel with high- performance	Report on the current system for rewarding performance and recommended adjustments	Dec. 2016	HR Dept.	
	2. Initiate legal draft (internal procedure or government decision) to introduce the recommended	Draft legal procedure (draft government decision)	May 2017		

	measures to reward performance at ANCPI level				

Key Area Action Plan: Human Resource Management D. *Staff development*
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Objective:	To ensure that staff development, particularly training, is encouraged and properly planned evaluated to meet the requirements of both the individual and the organization
Results:	An integrated training program for ANCPI, CNC and OCPIs that covers the whole range o Highly trained personnel in both technical/ specific as well as cross-cutting and managerial
Indicators:	All staff members receiving the targeted amount of training by 2018 An increase in satisfaction levels for the quality of training received (according to HR surv Significant increase in overall annual budget ANCPI allocated for staff development and tr for the National Cadaster Program as well as EU funds) Impact assessment processes that show that in *a significant* percentage of cases training ha effect on the performance of the organization and the individual

Measures	Activities	Milestones	Dates	Responsible	Cost Eu
					2015
2.8 Carry out a comprehensiv e Training Needs Assessment (TNA) **Priority: H** **Timeframe: 1**	1. Undertake a detailed TNA focusing on the particular needs of the OCPIs, CNC and ANCPI[74]	TNA report disseminated at ANCPI, CNC and OCPIs level	Jan. 2015	HR Dept. HR Expert[75]	
	2. Prepare detailed description TOR[76] for the integrated training program	Report on final overview of training program, including structure,	Jan. 2015	HR Dept. HR Expert[77]	

---

[74] See Draft Terms of reference in Institutional Action Plan report – Part Three

[75] Under Current Real Estate RAS TA

[76] See Draft Terms of reference in Institutional Action Plan report – Part Three

[77] Under Current Real Estate RAS TA

		training modules and implementation period			
2.9 Design and delivery of an Integrated Training Program (including senior managers development scheme)[78] **Priority: H** **Timeframe: 1-2**	1. Design the detailed training curricula and associated practical case studies	Training curricula and all training materials prepared and agreed with the ANCPI representatives	Mar. 2015	HR Dept. with current WB assistance/ Training Company[79]	424,240 [80]
	2. Delivery of training in accordance with the schedule of the Integrated Training Program	Training delivered to the foreseen beneficiaries	Jun. 2015- Jun. 2016	HR Dept.	
	3. Review of the training process and update of the training materials for next year program	Training assessment report	Jun. 2016	HR Dept.	

---

[78] The budget proposal for the Integrated Training Program has been adjusted (implementation delayed with one year) 2014 in original draft budget becoming 2015. Specific training identified in the other KAAP will be considered in the TNA under preparation. However, the overall costing presented here should not be affected significantly.

[79] See Draft Terms of reference in Institutional Action Plan report – Part Three

[80] As per the approach in the Integrated Training Program proposal (102,150 Euro for direct training and 322,090 Euro for organization of training)

[81] As per the approach in the Integrated Training Program proposal (110,750 Euro for direct training costs and 389,880 Euro for organization of training)

[82] As per the approach in the Integrated Training Program proposal (124,400 Euro for direct training costs and 425,710 Euro for organization of training)

| 2.10 Analysis of ANCPI specific training system

Priority: M

Timeframe: 2-3 | 1. Analyze current system and the opportunity/ value added of an internal training system (including specific training institution) | Report on policy options for training of the specific cadaster and land registration personnel | Dec. 2016 | HR Dept. Sectoral depts.

HR Experts[83] | |

[83] See Draft Terms of reference in Institutional Action Plan report – Part Three
[84] As per an assignment of 30 days for international expert and 60 days for local consultant

Key Area Action Plan: Human Resource Management E. Staff performance					
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.					
Objective:	To develop an effective staff performance evaluation system – including to identify thos[e] performance and those underperforming				
Results:	An improved staff performance evaluation system				
Indicators:	Personnel satisfaction rate on the effectiveness and fairness of the performance apprais[al] Managers' satisfaction with regard to staff evaluation system				

Measures	Activities	Milestones	Dates	Responsible	Cos[t] Eu[...]
					2015
2.11 Set Individual annual objectives (about work and training) aligned with business unit objectives **Priority: H** **Timeframe: 1**	1. Individual Objective setting	Staff objectives aligned with business unit objectives	Mar. 2015 – Jul. 2015	HR Dept. OCPIs HR units	24,00[0]
2.12 Assess and improve the staff performance appraisal system **Priority: H** **Timeframe: 1-2**	1. In-depth assessment of the current annual staff performance appraisal system and provision of recommendations for improvement	Report on ANCPI staff performance appraisal process and recommendations to improve it	Jul. 2015	HR Dept. HR Experts[86]	
	2. Preparation of the internal procedures for the proposed system for staff performance appraisal	Procedures approved at ANCPI level	Sep. 2015	HR Dept. HR Experts	
	3. Review of the effectiveness of the new processes	Assessment report	Annually	HR Dept.	

---

[85] As per an assignment of 20 days for international expert and 60 days for local consultant
[86] See Draft Terms of reference in Institutional Action Plan report – Part Three

Key Area Action Plan: Human Resource Management *F. HR department capacity development in HR*

Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Objective:	To develop the capacity of the HR department to coherently coordinate HR policy im organization and create the framework for having the right people with the right skills
Results:	A shared HR management (HRM) vision to support the overall development of the or achievement of its mandate A more effective and more strategically focused HR department that acts proactively and takes a strong and determined lead in the process of improving HR practices acro
Indicator:	Staff satisfaction with respect to HR support received

Measures	Activities	Milestones	Dates	Responsible	C
					20
2.13 Support the preparation of the HRM Strategy of ANCPI **Priority: H** **Timeframe: 1**	1. Develop ANCPI Draft HRM Strategy[87] and communicate it to the entire organization	Draft HRM Strategy prepared	Feb. 2015	HR Dept. HR Expert[88]	
	2. Organize wider consultation with representatives of OCPIs and CNC on the main vision and HRM priorities for medium term [89]	Report on internal consultations/ debate on the strategy	Feb. – Mar. 2015	HR Dept. HR Expert[90]	
2.14 Develop appropriate procedures, tools, associated practices, etc. to improve ANCPI HR management **Priority: H** **Timeframe: 1-2**	1. Develop HRM procedures and tools	New procedures for HRM coordination across the sector	Mar. 2015	HR Dept.	

---

[87] See Draft Terms of reference in Institutional Action Plan report – Part Three

[88] Under Current Real Estate RAS TA

[89] See Draft Terms of reference in Institutional Action Plan report – Part Three

[90] Under Current Real Estate RAS TA

Key Area Action Plan #3 – Land Registration Processes

Summary
The overall objective in this key area is *to ensure quality, efficiency and consistency of the property registration process, facilitate its use by the citizen and the State, contributing to raise the number of private and public property registered.* The proposed measures range across many aspects of ANCPI's work, but can be organized under five headings: A. *Strengthen operations infrastructure* 3.1 Develop an online practice guide or manual for registrars. B. *Remove barriers to registration* 3.2 Remove barriers for apartment registration 3.3 Remove barrier for registration of land within tarla 3.4 Remove barrier regarding taxes

Summary (continued)

C. *Streamline registration processes*

3.5 Streamline regarding notaries
3.6 Streamline regarding authentication of copies
3.7 Streamline regarding personal identification number

C. *Finalize conversion*

3.8 Finalize conversion: by completing the process of entering the data from digitized cadastral documentation and old land books into eTerra

D. *Register state land*

3.9 Register State Land: by conversion of existing data held by public bodies and agencies.

E. Improving the quality and efficiency of the Quality Control process for systematic registration

3.10 Develop improved Quality Control process: by reducing the number of cases checked, eliminating checking before public display, allocating basic checking work to junior staff instead of registrars, introducing automation and dealing with the issue of registrars' personal liability for errors.

The estimated cost of implementing KAAP#3 is 430,000 euros over the first two years, with external costs of 380,000 euros and internal costs of 48,000 euros (580 staff days).

Key Area Action Plan: Land Registration Processes A. *Operations infrastructure: develop an online practice guide or manual for registrars*

Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Objective:	To develop nationally consistent registration practices based on latest laws, regulations, decisions and directives
Results:	On-line practice guide
Indicator:	Use of on-line practice guide accessible to every registrar

Measures	Activities	Milestones	Dates	Responsible	Costs in Euros	(excluding ANCPI staff time)	
					2015	2016	2017
3.1 Develop practice guide[91] **Priority: H** **Timeframe: 1**	1. Form working group[92], collect all materials	Working group formed and all materials collected	Mar. 2015	ANCPI Land Registration Dept.			
	2. Develop TORs[93] for consultants	TORs approved and issued	Apr. 2015	ANCPI Land Registration Dept.			
	3. Engage consultants	Education and web design consultant engaged	Jun. 2015	ANCPI	4,000		

---

[91] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Report on Land registration Processes and Institutional Review Report, Recommendation #32.

[92] See Draft Terms of reference in Institutional Action Plan report – Part Three

[93] See Draft Terms of reference in Institutional Action Plan report – Part Three

4. Design practice guide	Design proposal produced and approved	Nov. 2015	ANCPI/ consultants	3,000		
5. Produce beta version	Beta version produced	Dec. 2015	ANCPI/ consultants	5,000		
6. Test beta version with registrars	Beta version tested and results obtained	Jan. 2016	ANCPI/ consultants		1,500	
2. Finalize guide	Guide finalized	Mar. 2016	ANCPI		2,500	
8. Upload and launch guide	Guide available to all registrars online	May 2016	ANCPI			

Key Area Action Plan: Land Registration Processes B. *Removing barriers to registration: Apartments*							
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							

Objective:	To remove barriers to registration of apartments							

Results:	Proposed measures adopted and implemented Increased number apartments registered							

Indicator:	Selected barriers to registration no longer exist and no longer impede registration							

Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros**	**(excluding ANCPI staff time)**		
					2015	2016	2017	
3.2 Remove barrier for apartment registration[94] **Priority: M Timeframe: 2**	1. Form working group[95]	Working group formed	Mar. 2015	ANCPI				
	2. Develop proposal for apartment registration without plans	Director General approves new approach	Jun. 2015	Dir. Gen.				
	3. Publish and publicize new approach	Staff and land market professionals know about new approach	Jul. 2015	ANCPI				
	4. Train staff in new approach	Staff trained	Oct. 2015	ANCPI				

[94] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Report. Land registration Process
[95] See Draft Terms of reference in Institutional Action Plan report – Part Three

	5. Register apartments without plans	Apartments being registered without plans	Dec. 2015	ANCPI/ OCPI		

Key Area Action Plan: Land Registration Processes – B. *Removing barrier to registration: regarding Tarlas and Taxes*
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Objective:	To remove barriers to registration of *tarlas* and to change tax treatment at registration
Results:	Proposed measures adopted and implemented. Increased number of property registered in *tarlas*
Indicator:	Selected barriers to registration no longer exist and no longer impede registration

Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros**	**(excluding ANCPI staff time)**	
					2015	2016	2017
***3.3* Remove barrier for registration of land within *tarla*[96]** **Priority: M** **Timeframe: 2**	1. Form working group[97]	Working group formed	Mar. 2015	ANCPI			
	2. Develop proposal for registration of *tarla* without plan	Proposal approved by Director General	Jun. 2015	Dir. Gen.			
	3. Develop technical specifications for mapping of boundaries	TORs published	Jul. 2015	ANCPI			

---

[96] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Report. Land registration Process
[97] See Draft Terms of reference in Institutional Action Plan report – Part Three

	4. Enter into contract and conduct mapping	Mapping delivered	Oct. 2015	Contractor	80,000		
	5. Train staff and inform land market professionals	Staff trained and land market professionals informed	Jan. 2016	ANCPI			
	6. Distribute maps and begin registration of *tarla* without plan	Titles to *tarla* registered without plan	Feb. 2016	ANCPI			
3.4 Remove barrier regarding taxes[98] **Priority: H** **Timeframe: 2**	1. Prepare background paper [99]and briefing note	Background paper and briefing note prepared	Mar. 2015	ANCPI/ Economist Consultant	8,000		
	2. Meet with MOF to negotiate acceptance of proposals	Meeting with MOF	Apr. 2015	ANCPI			
	3. Meet with government if MOF does not accept proposal	Meeting with senior government officials	Jun. 2015	ANCPI			
	4. Prepare and submit changes to law	Amendments submitted to	Sep. 2015	ANCPI/MOF			

---

[98] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Report. Land registration Process
[99] See Draft Terms of reference in Institutional Action Plan report – Part Three

		government					
	5. Publicize changes to law	Amendments adopted and publicized	Oct. 2015	Parliament/ ANCPI			

Key Area Action Plan: Land Registration Processes C. *Streamlining registration processes: Notaries*							
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							
Objective:	To streamline registration processes through changes in notaries' responsibilities						
Results:	Changes to law and practice adopted, guidelines issued and registrars trained						
Indicator:	Accelerated sporadic and systematic registration						

Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in (excluding Euros ANCPI staff time)**		
					2015	2016	2017
3.5 Streamlining regarding notaries[100] **Priority: H Timeframe: 2**	1. Discuss and agree planned changes with notaries	Meeting with Chamber of Notaries	Mar. 2015	ANCPI			
	2. Draft amendments to Law No 7 to remove notaries	Draft amendments submitted to parliament and enacted	Sep. 2015	ANCPI			
	3. Prepare instructions to allow others to check documents	Director General approves instruction	Sep. 2015	ANCPI			

---

[100] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Report. Land registration Process

	provided						
	4. Train staff and implement new approach once law adopted	Long-term possession documents being checked by staff or other qualified persons	Oct. 2015	ANCPI			

Key Area Action Plan: Land Registration Processes – C. *Streamlining registration processes: authentication of copies and personal identification number* Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							
Objective:	To streamline authentication of copies and personal identification number						
Results:	Changes to law and practice adopted, guidelines issued and registrars trained						
Indicator:	Implementation of practices in sporadic and systematic registration processes						
Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros (excluding ANCPI staff time)**		
					2015	2016	2017
3.6 Streamlining regarding authentication of copies[101] **Priority: M**	1. Form working group[102]	Working group formed	Jun. 2015	ANCPI			
	2. Develop proposal	Proposal approved by Director-General	Jul. 2015	ANCPI			
	3. Draft and issue instructions, amend	OCPI staff have instructions	Oct. 2015	ANCPI			

[101] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Report. Land registration Process
[102] See Draft Terms of reference in Institutional Action Plan report – Part Three

Timeframe: 2		law or regulation					
	4. Staff commence authentication	Authentication service available at all OCPI	Jan. 2016	OCPI			
3.7 Streamlining re personal identification number **Priority: M** **Timeframe: 2**	1. Form working group	Working group formed	Jun. 2015	ANCPI			
	2. Develop proposal	Proposal approved by Director-General	Jul. 2015	ANCPI			
	3. Draft and amend law, issue instruction	Law amended and instruction issued	Oct. 2015	ANCPI			
	4. Train staff and they commence new approach	Staff trained, new approach in place	Jan. 2016	ANCPI			

Key Area Action Plan: Land Registration Processes D. *Finalize conversion*							
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							
Objective:	To finalize conversion of documents to eTerra entries						
Results:	Digitized documents are fully converted to eTerra entries; procedure on conversion from other sources developed						
Indicator:	All digitized documents reflected in eTerra system						
Measures (Priority[1], Timeframe[2])	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros**	**(excluding ANCPI staff time)**	
					2015	2016	2017
3.8 Finalize conversion[103] **Priority: M Timeframe: 3**	1. Form working group[104]	Working group formed	Mar. 2015	ANCPI			
	2. Develop detailed proposal for finalizing conversion	Proposal approved by Director-General	May 2015	ANCPI			
	3. Develop TORs[105] for consultants and engage consultants	Consultants engaged	Jul. 2015	ANCPI			
	4. Train consultants and start data entry	Consultants commence work	Aug. 2015	ANCPI/ Data conversion consultants	60,000		

---

[103] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Report. Land registration Process
[104] See Draft Terms of Reference in Institutional Action Plan report – Part Three
[105] See Draft Terms of Reference in Institutional Action Plan report – Part Three

5. Ongoing conversion work	Titles entered	Ongoing	ANCPI/ Data conversion consultants		160,000	160,000
6. Completion of work	All digitized documents entered in eTerra	Jan. 2018	ANCPI/ Data conversion consultants			

Key Area Action Plan: Land Registration Processes E. *Register state land* Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							
Objective:	To register all state land						
Results:	Increased number of state land registered (including expropriated land). Ultimate target of 100%						
Indicator:	Percentage of state land registered						
Measures (Priority[1], Timeframe[2])	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros**	**(excluding ANCPI staff time)**	
					2015	2016	2017
3.9 Register all state land [106] **Priority: H Timeframe: 3**	1. Form working group[107]	Working group formed	Mar. 2015	ANCPI			
	2. Develop ANCPI procedure for registering state land	Procedure developed and approved	Jun. 2015	ANCPI			
	3. Identify and negotiate with public land owners	Agreement to use public land owners' information to register	Aug. 2015	ANCPI			
	4. Begin registration of public land	First land registered under this approach	Oct. 2015	ANCPI	To be estimated by WG		

[106] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Report. Land registration Process
[107] See Draft Terms of reference in Institutional Action Plan report – Part Three

	5. Continue registration of public land	On-going activity, with numbers of registered properties increasing	Ongoing	ANCPI	To be estimated by WG	
	6. Completion of registration of public land	Public land registered	Jan. 2020	ANCPI	To be estimated by WG	

Key Area Action Plan: Land Registration Processes F. *Quality Control process for systematic registration*							
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							
Objective:	To improve the quality and efficiency of the Quality Control process for systematic registration						
Results:	Improved QC process for systematic registration						
Indicator:	Improved QC process operational						
Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros**	**(excluding ANCPI staff time)**	
					2015	2016	2017
3.10 Develop improved Quality Control process[108] **Priority: H Timeframe: 1**	1. Form working group[109] to examine proposals for improving QC	Working group formed	Feb. 2015	ANCPI			
	2. Initial reforms formulated and presented for approval	Director General approves initial reforms	May 2015	Dir. Gen.			
	3. Remaining reforms to process developed and tested in pilot	Reforms tested in pilot	Jul. 2015	ANCPI			

---

[108] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Report. Land registration Process
[109] See Draft Terms of reference in Institutional Action Plan report – Part Three

	4. Reforms developed and presented for approval	Director General approves initial reforms	Oct. 2015	Dir. Gen.			
	5. Guidelines for staff prepared	Director General approves guidelines	Oct. 2015	Dir. Gen.			
	6. Improved QC process rolled out, with training	Staff using improved QC process	Dec. 2015	ANCPI			

Key Area Action Plan #4 – Information and Communication Technologies

Summary
The overall objective of this key area is *to **design and implement strategic ICT components to support the ANCPI strategic plan**.* The proposed measures are organized in the following eighth strategic ICT components: A. ***eTerra 3.*** *R*eplace the existing eTerra system and deliver a new, effective ICT solution called eTerra3 B. ***GeoPortal.*** Complete the implementation of the National GeoPortal compliant with INSPIRE C. ***Enterprise Resource Planning (ERP).*** Complete the development and implementation of the ERP solution D. ***Management Information System.*** Develop and implement a MIS solution E. ***Support Open Data Initiative.*** Develop and implement an open data policy for ANCPI that is compatible with strategic business plan F. ***Technical Infrastructure refresh of the CNC.*** Implement a refreshed technical infrastructure based on a new business plan G. ***Infrastructure Management.*** Ensure that the telecoms network, desktop environment, business continuity center and disaster recovery center are effectively managed and meet the on-going requirements of ANCPI and OCPIs H. ***Capacity Building / Training.*** Ensure that ANCPI, CNC and OCPIs have the appropriate knowledge and skills to procure, implement, manage and use ICT The estimated costs of implementing KAAP#4 is 9.6 million euros over the first two years with costs of 70,000 euros (850 staff days).

Key Area Action Plan: ICT Strategy A. *Replace the existing eTerra system and deliver a new, effective ICT solution called eTerra3*								
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.								
Objective:	To replace the existing eTerra system and deliver a new, effective ICT solution called eTerra3 to support the land registration and cadastral operations at all OCPIs. It has been assumed that the eTerra3 solution will be delivered in two major releases and that the methodology for implementation will be AGILE[110].							
Results:	A fully operational eTerra3 solution at all OCPIs to support systematic and sporadic registrations.							
Indicators:	Improved level of performance in processing transactions to meet corresponding KPIs Integration with internal and external information systems using web services Cost of implementing new external information services reduced Full life cost of solution reduced							
Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros**	**(excluding ANCPI staff time)**		
					2015	2016	2017	
4.1 Procure eTerra3 solution **Priority: H** **Timeframe: 1**	1. Create eTerra3 Working Group[111]	Project approved	Feb. 2015	Land Reg. and Cad. Depts.				
	2. Issue Invitation to Tender	Tender signed off	Aug. 2014 Done	Procurement Dept.				
	3. Evaluate tenders	Tenders received from suppliers	Sep. 2014 Done	Procurement Dept.				
	4. Negotiate contract[112]	Tender evaluation completed and signed off	Dec. 2014-Jan.2015	Procurement Dept.				

---

[110] Agile software development is a group of software development methods in which requirements and solutions evolve through collaboration between self-organizing, cross-functional teams.

[111] See Draft Terms of reference in Institutional Action Plan report – Part Three

[112] If possible, include some of the missing business requirements listed in the ICT Strategy.

	5. Award contract	Contract signed off	Feb. 2015[113]	Procurement Dept.			
4.2 Design and implement eTerra3 solution release 1[114] **Priority: H Timeframe: 2**	1. Create detailed statement of requirements	Contract signed	Feb. 2015	Land Reg. and Cad. Depts./ Supplier			
	2. Design eTerra3 solution	Statement of requirements signed off	Jul 2015	Land Reg. and Cad. Depts./ Supplier	Cost estimates in ICT Strategy[115]		
	3. Implement eTerra3 with AGILE approach	Underlying design signed off	Sep. 2015	Land Reg. and Cad. Depts./ Supplier			
	4. User Acceptance Test of release 1	Release 1 implementation complete	Apr. 2016	Land Reg. and Cad. Depts. / Supplier			
	5. Incrementally rollout release 1 to OCPIs and provide training	User Acceptance Test release 1 signed off	May 2016 – Oct. 2016	Land Reg. and Cad. Depts. / Supplier			
4.3 Design and implement eTerra3	1. Create detailed statement of requirements for	Release 1 operational	May 2016	Land Reg. and Cad. Depts. / Supplier			

---

[113] If there is no contestation.

[114] Validation with contractual arrangements expected from the eTerr3 project director

[115] Estimate: Euro 8 million over 2 years (Capital only) + business requirements were identified that are outside the scope of the current tender of eTerra3: Euro 450,000 per year over 5 years (Details in the ICT Strategy report)

solution release 2[116]	release 2						
Priority: H Timeframe: 3	2. Implement eTerra3 release 2 with AGILE approach	Statement of requirements signed off	Jul. 2016	Land Reg. and Cad Depts. / Supplier			
	3. User Acceptance Test of release 2	Release 2 implementation complete	Sep. 2016	Land Reg. and Cad Depts. / Supplier			
	4. Incrementally rollout release 2 to OCPIs and provide training	User Acceptance Test release 2 signed off	Nov. 2016 – May 2017	Land Reg. and Cad. Depts. / Supplier			

---

[116] Validation with contractual arrangements expected from the eTerr3 project director

Key Area Action Plan: ICT Strategy B. *Complete the implementation of the National GeoPortal compliant with INSPIRE*								
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.								
Objective:	To complete the implementation of the National GeoPortal compliant with INSPIRE (datasets and associated services) and engage the members of the INIS Council[117] to contribute to the datasets to be made available on the National Geoportal.							
Results:	INSPIRE services are delivered in accordance with the INSPIRE directive.							
Indicator:	Compliance with INSPIRE Directive. Customer satisfaction survey results on Geospatial Services provided by ANCPI are positive. INSPIRE datasets are being maintained within the service level agreements.							
Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros**	**(excluding ANCPI staff time)**		
					2015	2016	2017	
4.4 Agree service level agreement with custodian of INSPIRE Annex III datasets **Priority: H**	1. Review existing sources of INSPIRE Annex I, II and III datasets	All sources identified	Mar. 2015	INIS Council	Costs estimates in ICT Strategy [118]			
	2. Agree custodians of INSPIRE Annex I, II and III datasets	New procedures agreed for delivering and managing datasets	Apr. 2015	INIS Council				

---

[117] The INIS Council is a structure without legal personality, having a coordinating role and composed of representatives of public authorities (listed in Annex no. 4 Government Ordinance no. 4/2010) on the establishment of the NSDI in Romania,

[118] Estimate: Euro 50,000 over 5 years (Capital only)

Timeframe: 1	3. Agree data specifications for datasets	INSPIRE data specifications released	May 2015	INIS Council				
	4. Sign Service Level Agreement with dataset custodians	Data specifications and business processes agreed	Jun. 2015	INIS Council				
4.5 Design and implement INSPIRE Annex III services **Priority: H** **Timeframe: 2**	1. Create detailed statement of requirements	Contract signed with existing supplier	Jun. 2015	INIS Council				
	2. Design INSPIRE Annex I, II and III services	Statement of requirements signed off	Sep. 2015	INIS Council				
	3. Implement INSPIRE Annex I, II and III services	Underlying design signed off	Apr. 2016	INIS Council				
	4. User Acceptance Test of INSPIRE Annex I, II and III services	Implementation complete	Jun 2016	INIS Council				
	5. Incrementally rollout INSPIRE Annex I, II and III services provide training	User Acceptance Test release 1 signed off	Aug. 2016 – Aug. 2018	INIS Council				
4.6 Maintain INSPIRE Annex III datasets	1. Test updates to INSPIRE Annex I, II and III datasets	INSPIRE Annex III services operational	Jun. 2016	INIS Council				

Priority: H Timeframe: 2	2. Operationalize INSPIRE Annex I, II and III datasets maintenance	Testing signed off	Sep. 2016 – Sep 2018	INIS Council			

Key Area Action Plan: ICT Strategy C. *Complete the development and implementation of the ERP solution*							
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							
Objective:	To complete the development and implementation of the ERP solution and ensure that it is operational at ANCPI and at all OCPIs						
Results:	A fully operational ERP solution at ANCPI, CNC and all OCPIs to support accounting, budgeting, human resource management, procurement planning, contracts management, asset management, and marketing and sales						
Indicators:	All accounting, budgeting, human resource management, procurement planning, contracts management, asset management and marketing and sales activities supported directly by the ERP ERP implemented and operational at ANCPI, CNC and at all OCPIs Produces the corresponding KPIs in the corporate business plan Integration with eTerra3 The use of spreadsheets has been eliminated						
Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros**	**(excluding ANCPI staff time)**	
					2015	2016	2017
4.7 Procure ERP solution **Priority: H** **Timeframe: 1**	1. Create ERP Working Group[119] [120]	Project approved	Done	Dir. Gen.			
	2. Create detailed	ERP WG established	Feb. 2015	Economics Dept.			

---

[119] An administration directive signed by the Director General on Sept. 17, 2014 nominated the members of an ERP Working Group with representatives from Economic, HR, Procurement and IT Departments. This working group should eventually be completed with representatives from business units and OCPIs. No meeting of the WG has been organized yet.

[120] See Draft Terms of reference in Institutional Action Plan report – Part Three

	Statement of Requirements[121]						
	3. Issue Invitation to Tender	Tender signed off	Mar. 2015	Economics Dept. ERP WG			
	4. Evaluate tenders	Tenders received from suppliers	Apr. 2015	Economics Dept.			
	5. Negotiate contract	Tender evaluation completed and signed off	May 2015	Economics Dept.			
	6. Award contract	Contract signed off	Jun. 2015	Economics Dept./Supplier	Costs estimates in ICT Strategy[122]		
4.8 Design and implement ERP **Priority: H Timeframe: 2**	1. Design ERP solution	Statement of requirements signed off	Jul. 2015	ICT Dept. /Supplier ERP WG			
	2. Implement ERP with AGILE approach	Underlying design signed off	Sep. 2015	ICT Dept. /Supplier ERP WG			
	3. User Acceptance Test of ERP	ERP implementation complete	Apr. 2016	ICT and Economics Dept. /Supplier ERP WG			
4.9 Incrementally Rollout ERP	1. Incrementally rollout ERP	User Acceptance Test ERP signed off	May – Sep. 2016	ICT Dept. ERP WG			

---

[121] Step by step instructions to define ERP user needs have been provided in the Finance and Economics mission Report on Oct. 31, 2014. Instructions copied in Institutional Action Plan Report – Part Three.

[122] Estimate: Capital Costs Euro 350,000 over 5 years, for completion of existing 'Performer' ERP solution. If a new platform is selected for the ERP implementation then the capital costs could rise to Euro 700,000

Priority: H Timeframe: 2/3	modules to ANCPI and train						
	2. Incrementally rollout ERP modules to CNC and OCPIs and train	Rollout to ANCPI operational	Jul. 2015 – Apr. 2017	ICT Dept. ERP WG			
	3. Design and implement Key Performance Indicators to be collected from the ERP system	Agreed KPIs with full data collection implemented	Jul. 2015	ICT Dept. ERP WG			

Key Area Action Plan: ICT Strategy D. *Management Information System (MIS)*							
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							
Objective:	To develop and implement a MIS solution and ensure that it is operational at ANCPI, CNC and at all OCPIs						
Results:	A fully operational MIS solution at ANCPI, CNC and all OCPIs to support all the associated KPIs in the strategic business plan. It will include integration with eTerra3 and ERP to derive the required KPIs						
Indicator:	All KPIs required in the strategic business plan are supported directly by the MIS Integration with eTerra3 and ERP Information delivered through dashboards for ease of interpretation Implemented and operational at ANCPI, CNC and at all OCPIs						
Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros (excluding ANCPI staff time)**		
					2015	2016	2017
4.10 Procure MIS solution[123] **Priority: M** **Timeframe: 2**	1. Create MIS Working Group[124]	Project approved	Apr. 2015	ANCPI Management Board			
	2. Create detailed Statement of Requirements	MIS Working Group established	Apr. 2015	Economics Dept.			
	3. Issue Invitation to Tender	Tender signed off	Jul. 2015	Economics Dept.			
	4. Evaluate tenders	Tenders received	Sep.	Economics			

---

[123] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Report. ANCPI ICT Strategy & Action Plan 2015 – 2019 [Supporting Project Outputs 4 and 5], Section 5.1.4

[124] See Draft Terms of reference in Institutional Action Plan report – Part Three

		from suppliers	2015	Dept.			
	5. Negotiate contract	Tender evaluation completed and signed off	Oct. 2015	Economics Dept.			
	6. Award contract	Contract signed off	Nov. 2015	Economics Dept.	Cost estimates in ICT Strategy[125]		
4.11 Design and implement MIS **Priority: H** **Timeframe: 2**	1. Design MIS solution	Statement of requirements signed off	Dec. 2015	Economics Dept./Supplier			
	2. Implement MIS with AGILE approach	Underlying design signed off	Feb. 2016	Economics Dept./Supplier			
	3. User Acceptance Test of MIS	MIS implementation complete	Jun. 2016	Economics Dept./Supplier			
4.12 Incrementally Rollout MIS **Priority: H** **Timeframe: 2/3**	1. Incrementally rollout MIS modules to ANCPI and train	User Acceptance Test MIS signed off	Jul. 2016 – Sep. 2016	Economics Dept./Supplier			
	2. Incrementally rollout MIS modules to CNC and OCPIs and train	Rollout to ANCPI operational	Sep. 2016 – Apr. 2017	Economics Dept./Supplier			

---

[125] Estimate: Capital Costs Euro 100,000 over 3 years

Key Area Action Plan: ICT Strategy E. *Support Open Data Initiative*							
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							
Objective:	To develop and implement an open data policy for ANCPI that is compatible with ANCPI's strategic business plan, the Government's "Digital Agenda", and the associated National Open Data Initiative						
Results:	ANCPI releases open data on the National Geoportal and ANCPI GeoPortal						
Indicators:	A selection of ANCPI datasets are available on the National Open Data Portal and free to reuse End users innovate and build applications / services using ANCPI open data Does not negatively impact the ANCPI business model						
Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros (excluding ANCPI staff time)**		
					2015	2016	2017
4.13 Formulate ANCPI Open Data Policy **Priority: M** **Timeframe: 2**	1. Create Open Data Working Group[126]	Project approved	Apr. 2015	ANCPI Management			
	2. Formulate ANCPI Open Data policy	Open Data project board established	Apr. 2015	Open data WG			
	3. ANCPI Open Data Policy signed off	Open Data policy completed	Sep. 2015	ANCPI Management			
4.14 Procure Open Data Services	1. Create detailed Statement of Requirements	Open Data policy signed off	Oct. 2015	ICT Dept.			

---

[126] See Draft Terms of reference in Institutional Action Plan report – Part Three

Priority: M Timeframe: 2	2. Issue Invitation to Tender	Tender signed off	Dec. 2015	ICT Dept.			
	3. Evaluate tenders	Tenders received from suppliers	Feb. 2016	ICT Dept.			
	4. Negotiate contract	Tender evaluation completed and signed off	Oct. 2015	ICT Dept.			
	5. Award contract	Contract signed off	Nov. 2015	ICT Dept.	Cost estimates in ICT Strategy [127]		
4.15 Design and implement Open Data Services **Priority: M Timeframe: 2**	1. Design Open Data Services	Statement of requirements signed off	Dec. 2015	ICT Dept.			
	2. Implement Open Data services with AGILE approach	Underlying design signed off	Feb. 2016	ICT Dept.			
	3. User Acceptance Test of Open Data Services	MIS implementation complete	Jun. 2016	ICT Dept.			
4.16 Roll out Open Data Services **Priority: M**	1. Introduce Open Data Services	User Acceptance Test complete	Jul. 2016 – Jul. 2017	ICT Dept.			

---

[127] Estimate: Capital Costs Euro 32,000 over 4 years

Timeframe: 3							

Key Area Action Plan: ICT Strategy F. *Technical Infrastructure refresh of the CNC*							
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							
Objective:	Implement a refresh of the technical infrastructure of the CNC based on a new business plan						
Results:	CNC delivers services against its new business plan and is supported by a new technology infrastructure						
Indicators:	CNC business plan KPIs Effective migration from old to new technology infrastructures						
Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros**	**(excluding ANCPI staff time)**	
					2015	2016	2017
4.17 Procure CNC technical infrastructure **Priority: H** **Timeframe: 2**	1. Create detailed Statement of Requirements	CNC business plan approved by ANCPI Management	May 2015	ICT Dept.			
	2. Issue Invitation to Tender	Tender signed off	Jul. 2015	ICT Dept.			
	3. Evaluate tenders	Tenders received from suppliers	Sep. 2015	ICT Dept.			
	4. Negotiate contract	Tender evaluation completed and signed off	Oct. 2015	ICT Dept.			
	5. Award contract	Contract signed off	Nov. 2015	ICT Dept.			

4.18 Design and implement CNC technical infrastructure **Priority: H** **Timeframe: 2**	1. Design CNC technical infrastructure	Contract signed	Dec. 2015	ICT Dept.	Cost estimates in ICT Strategy[128]		
	2. Implement CNC technical infrastructure	Underlying design signed off	Feb. 2016	ICT Dept.			
	3. User Acceptance Test of CNC technical infrastructure	CNC technical infrastructure implementation complete	Jun. 2016	ICT Dept.			
4.19 Roll out CNC technical infrastructure **Priority: H** **Timeframe: 3**	1. Introduce CNC technical infrastructure	User Acceptance Test complete	Jul. – Dec. 2016	ICT Dept.			

---

[128] Safeguard current business capability: Capital Costs Euro 1.16M over 5 years

Key Area Action Plan: ICT Strategy G. *Infrastructure Management*								
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.								
Objective:	To ensure that the telecoms network, desktop environment, business continuity center and disaster recovery center are effectively managed and meet the on-going requirements of ANCPI and OCPIs								
Results:	Technology infrastructure provides an effective environment to deliver the ICT strategy across ANCPI and the OCPIs								
Indicators:	The data generated by the business is safeguarded by the business continuity center and disaster recovery center The technology infrastructure is scalable								
Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros**	**(excluding ANCPI staff time)**		
					2015	2016	2017	
4.20 Review and refresh the Microsoft desktop environment Priority: H Timeframe: 1	1. Review desktop environment requirements	Project approved	Feb. 2015	ICT Dept.	Cost estimates in ICT Strategy[129]			
	2. Negotiate upgrades with Romanian government's agreement with Microsoft	Review completed	Mar. 2015	ICT Dept.				
	3. Incrementally implement desktop environment upgrades and	New Microsoft agreement signed	Jun. – Oct. 2015	ICT Dept.				

---

[129] Overall infrastructure for Telecoms, Data Center relocation and Microsoft licenses: Capital Costs Euro 1.88M (including VAT) per year for 5 years

	provide training						
4.21 Review and improve business continuity and disaster recovery centers **Priority: H** **Timeframe: 1**	1. Review current arrangements for business continuity and disaster recovery centers	Project approved	Feb. 2015	ICT Dept.			
	2. Review options and agree on improvements to business continuity and disaster recovery centers	Current arrangements reviewed	Feb. 2015	ICT Dept.			
	3. Negotiate contracts for solutions to business continuity and disaster recovery centers	Improvements approved	Apr. 2015	ICT Dept.			
	4. Implement and test new arrangements for business continuity and disaster recovery centers	Tender evaluation completed and signed off	May – Sep. 2015	ICT Dept.			
4.22 Review and upgrade telecoms infrastructure with Special Telecommunicatio	1. Review current telecoms infrastructure and identify upgrades required	Project Approval	Apr. 2015	ICT Dept.			

n Service (STS) **Priority: H** **Timeframe: 2**	2. Negotiate telecoms infrastructure upgrade with STS	Review complete	Jun. 2015	ICT Dept.			
	3. Implement and test new telecoms upgrade	STS negotiations completed	Aug. – Oct. 2015	ICT Dept.			

Key Area Action Plan: ICT Strategy H. *Capacity Building / Training* Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							
Objective:	To ensure that ANCPI, CNC and OCPIs have the appropriate knowledge and skills to procure, implement, manage and use ICT						
Results:	ANCPI, CNC, and the OCPIs use ICT effectively and deliver the maximum benefits to the business						
Indicators:	ICT KPIs in the corporate business plan The technology infrastructure is scalable End user satisfaction with ICT						
Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in Euros**	**(excluding ANCPI staff time)**	
					2015	2016	2017
4.23 ICT capacity building[130] **Priority: H Timeframe: 1 / 2**	1. Baseline current ICT skills across the organization and identify skills gaps.	Project approved	Feb. 2015	HR and ICT Depts.	Cost estimates in ICT Strategy[131]		
	2. Procure training services in management awareness, project management, contract management, technology	Identification of skills gap	Apr. 2015	HR and ICT Depts.			

---

[130] Specific training identified in this KAAP will be considered in the overall Training need assessment in HR KAAP#2.
131 Estimate: Training Budget Euro 100,000 / year

	and end user training					
	3. Incrementally implement training across the organization	Training services procured	Jun. 2015 – Sep. 2017	HR and ICT Depts.		

Key Area Action Plan #5 – Financial Management

Summary

The overall objective in this key area is *to **strengthen the operations and capacity of ANCPI's Economics Department*** to change its function from essentially accounting to an expanded and more dynamic resource allocation planning, monitoring, and controlling role contributing to the successful implementation of NPCLB as well as improved daily operations

The proposed measures under this area are organized in the following three components:

A. Design and monitor a multiyear financial plan
5.1 Create Financial Plan for ANCPI
5.2 Establish KPIs for ANCPI and OCPIs

A. Develop the capacity of the Economics Department
5.3 Train Economics Dept. staff in line with Financial Plan and ERP requirements

B. Develop the capacity of the Internal Audit Department (IAD)
5.4 Locate IAD staff in Bucharest
5.5 Improve staffing resources for IAD
5.6 Train Internal Audit Staff

The estimated cost of implementing KAAP#5 is 50,000 euros over the first two years, with external costs of 36,000 euros and internal costs of 15,000 euros (200 staff days).

Key Area Action Plan: Financial Management A. *Design and Monitor a Multiyear Financial Plan and develop Key Performance Indicators (KPI)*

Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Objective:	To develop and monitor a Financial Plan incorporated into the ANCPI Strategic Plan and used as the basis for the annual budgeting process
Results:	Increasingly effective and efficient ANCPI financial operations, and results informed budget decision making
Indicator:	Financial plan approved by ANCPI management

Measures	Activities	Milestones	Dates	Responsible	Costs (excluding ANCPI staff time)		
					2015	2016	2017
5.1 Create Financial Plan[132] **for ANCPI** **Priority: H Timeframe: 1**	1. In coordination with the Strategic Plan Working Group[133] (SPWG) begin drafting Financial Plan by determining current revenue and cost models	Report of findings presented to SPWG	Mar. 2015	Economics Dept. Finance and Economics Expert[134]	42,000[135]		
	2. Reflecting draft	Model prepared for all OCPIs	May 2015	Economics Dept.	3,000[136]		

---

[132] World Bank. 2014. Real Estate – Basis for National and EU Policies (P145716). Draft Report. Finance and Economics Mission: Reports and Action Plans

[133] See KAAP#1

[134] See Draft Terms of reference in Institutional Action Plan report – Part Three

135 For 30 days x 2 international experts for both mission and desk work, including travel expenses

136 For one international expert for 5 days to review the plan

	Strategic Plan goals, and current revenue and cost drivers, determine underlying financial plan (operational and financial forecasts)	and ANCPI, and consolidated into draft Strategic Plan		Finance and Economics Expert			
	3. Revise Financial Plan as part of Strategic Plan following senior management review of draft SP, and resubmit	Revised Financial Plan as part of revised Strategic Plan	Oct. 2015	Economics Dept. Finance and Economics Expert			
	4. Monitor agency operations against Financial Plan and use for preparation of annual budgets	Tracking of Financial Plan indicators and use in budget preparations	Jan. 2016 ongoing	Economics Dept. Strategic Planning Unit SPU[137] ANCPI Management			
5.2 **Establish KPIs for ANCPI and OCPIs**	1. During preparation of Financial Plan determine KPIs	List of ANCPI department-level, OCPI level, and	Mar. 2015	Economics Dept. SPU			

---

[137] See KAAP#1

Priority: H Timeframe: 2		CNC-level KPIs determined		SPWG			
	2. Set target values for KPIs based on operational and financial plan	Target values assigned to KPIs	May 2015	Economics Dept. SPU SPWG			
	3. Integrate KPIs and respective target values with Strategic Plan document for senior management review and approval.	KPIs integrated into Strategic Plan	Jun. – Oct. 2015	Economics Dept. SPU SPWG			
	4. Feed KPIs into the ERP System for complete implementation of MIS	KPIs fed into the ERP system		Economics Dept. ERP Working Group and Contractor			

Key Area Action Plan: Financial Management B. *Economics Department Capacity Building*								
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.								
Objective:	Economics Department able to function as a modern financial planning, monitoring, and controlling unit for the entire agency also able to provide policy options and advice to senior management								
Results:	ANCPI financial operations improve in terms of effectiveness, efficiency, and transparency with relevant results reported in a timely basis to inform agency decision making								
Indicator:	Financial Plan and annual budget, and spending KPIs								

Measures	Activities	Milestones	Dates	Responsible	Costs	(excluding ANCPI staff time)		
					2015	2016	2017	
5.3 Train Economics Dept. staff in line with Financial Plan and ERP requirements[138] **Priority: H Timeframe: 2**	1. Contract external expert to design appropriate training courses to match the training needs analysis results	Designed courses approved	May 2015	HR and Economic Department Trainer Consultant[139]	18,000[140]			
	1. Delivery of agreed training courses	Delivery of courses	Jul. 2015 and ongoing thereafter based on need	HR and Economic Department Trainer Consultant				

---

[138] Specific training identified in this KAAP will be considered in the overall Training need assessment in HR KAAP#2.
[139] See Draft Terms of reference in Institutional Action Plan report – Part Three
[140] For one international expert for 30 days.

	2. Post-course evaluation to ensure that real benefits are ensuing in practice	Evaluation results	Oct. 2015 and ongoing (three months after each course date)	HR and Economic Department			

Key Area Action Plan: Financial Management C. *Internal Audit Department (IAD) Capacity Building*
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Objective:	To strengthen quality and coverage of internal auditing						
Results:	Better quality and coverage of internal auditing resulting in demonstrable improvements in agency practices						
Indicators:	Percent of IAD staff located in Bucharest, skill mix of IAD staff, assessment of training received, increased number of IAD recommendations accepted by agency						
Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in euros**	**(excluding ANCPI staff time)**	
					2015	2016	2017
5.4 Locate IAD staff in Bucharest **Priority: M** **Timeframe: 2**	1. Ensure that all future recruitment exercises make clear that new staff will be expected to be based in	Incorporate requirement into new post advertisements.	Feb. 2015	ANCPI			

	Bucharest						
	2. Develop ways in which to allow remote staff to engage more with the rest of the team (e.g. regular meetings, use of video-conferencing facilities, news-sheets)	Action plan developed to allow remote staff to engage more.	Apr. 2015	ANCPI	(Dependent on solution)		
5.5 Improve staffing resources for IAD[141] **Priority: M** **Timeframe: 2**	1. Agree plan to recruit new posts both general internal audit staff and a specific IT audit specialist	Agreed recruitment plan	Apr. 2015	ANCPI			
	2. Recruit to agreed new posts	Recruitment process completed	Jul. 2015	ANCPI			
	3. Ensure new staff are operating to required levels of effectiveness	Post-recruitment review	Jul. 2016	ANCPI			

---

[141] Recruitment needs identified in this KAAP will be managed under HR KAAP#2.

5.6 Training courses for Internal Audit Staff[142] **Priority: M** **Timeframe: 2**	1. Contract external expert to design appropriate training courses to match the training needs analysis results	Designed courses approved	May 2015	ANCPI Trainer Consultant[143]	18,000[144]		
	2. Delivery of agreed training courses	Delivery of courses	Jul. 2015 and ongoing based on need	ANCPI Trainer Consultant	TBC	TBC	TBC
	3. Post-course evaluation to ensure that real benefits are ensuing in practice	Evaluation results	Oct. 2015 and ongoing (three months after each course date)	ANCPI			

[142] Specific training identified in this KAAP will be considered in the overall Training need assessment in HR KAAP#2.
[143] See Draft Terms of reference in Institutional Action Plan report – Part Three
[144] For one international expert for 30 days.

Key Area Action Plan #6 – Procurement

Summary

The overall objective in this key area is *to **enhance ANCPI's procurement operations*** in headquarters and at the OCPI levels and to match the requirements of NPCLB.

The proposed measures are organized in the following three components:

A. **Strengthen the capacity of ANCPI's Procurement Department**
   6.1 Standardize procedures related to procurement activities
   6.2 Provide training in public procurement
   6.3 Create cross-functional contract management teams
   6.4 Increase number of personnel in ANCPI's Procurement Department in view of procurement procedures to be launched
   6.5 Procure consultancy services to support the activities related to public procurement

B. Expand *OCPIs' role in procurement processes*
   6.6. Incorporate staff from OCPIs in procurement procedures
   6.7 Train OCPI staff in public procurement
   6.8 ANCPI operational procurement procedures, to be adapted for OCPIs' use

C. Improve *contract management tools, communication and reporting*
   6.9 Create specific/strong contractual clauses
   6.10 Use management information systems/ERP

The estimated cost of implementing KAAP#6 is 84,000 euros over the first two years, with external costs of 70,000 euros and internal costs of 14,000 euros (160 staff days).

Key Area Action Plan: Procurement A. *Strengthening ANCPI's Procurement Department capacity*								
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.								
Objective:	To develop and maintain a strong and professional Procurement Department in ANCPI								
Results:	Improved procurement management processes High-performance in conducting procurement exercises Revised procedures of the organization in order to uniform the rules with other relevant departments Increased capacity and knowledge of staff in procurement area								
Indicator:	Time to complete procurement process Contract performance KPIs Number of request for clarifications received during procurement process Percentage of complaints received as per completed procurement processes								
Measures	**Activities**	**Milestones**	**Dates**	**Responsible Parties**	**Costs In Euros (excluding ANCPI staff time)**			
					2015	2016	2017	
6.1 Standardize procedures related to procurement activities[145] **Priority: H**	1. Conduct review of existing operational procedures	Agreed analysis of the operational procedures	Feb. - Apr. 2015	Procurement Dept.				
	2. Organize meetings with	Revised operational procedures	Mar. – Apr. 2015	Procurement Dept. and linked ANCPI departments				

---

[145] See Draft Terms of reference in Institutional Action Plan report – Part Three

Timeframe: 1	relevant departments to revise the existing operational procedures.						

| 6.2 Provide training in public procurement [146]

Priority: H

Timeframe: 1 | 1. Contract a procurement training provider (main topics: procedures, reporting and monitoring, changes in legislation, complaints management, EU-funded projects management) [147] | Contract with training provider signed | Mar. – Apr. 2015 | ANCPI Management Team/HR Department/ Procurement Dept.

HR expert | 25,000[148] | | |
| | 2.Elaborate training materials | Training curricula and modules
Case studies | Apr. - May 2015 | Procurement Dept. Contractor HR Dept. Procurement and HR expert | | | |

---

[146] Specific training identified in this KAAP will be considered in the overall Training need assessment in HR KAAP#2.

[147] See Draft Terms of reference in Institutional Action Plan report – Part Three

[148] Initial training: 2 sessions of a 5 day training; 21 persons/session; 4000 euros/session = 8000 euros
 Follow-up training: 2 sessions of a 2 day training; 21 persons/session: 2500 euros/session = 5000 euros
General training module: 3 sessions of a 5 day training; 10 persons/session; 4000 euros/session = 12000 euros
Total: 25000 euros

	3. Involve relevant staff from linked departments in a general training module	Training curricula and modules Case studies	Apr. - May 2015	Procurement Dept. HR Dept. Contractor Procurement and HR expert			
6.3 Create cross-functional contract management teams. **Priority: H** **Timeframe: 1**	1. Establish contract management teams including staff from technical, economic, procurement and legal departments	ANCPI top management decision including, for each team, depending on contracts' subject: the number of staff, relevant department of staff, leader, detailed assignment of the team based on contract's type/scope/timeframe/ KPIs	Feb. 2015	ANCPI Management Team			
	2. Establish clear working procedures for every person involved, responsibilities for contract management staff allocated	Specific working procedures for staff involved in contract management teams. Contract management team leader appointed.	Feb. 2015	HR Dept. collaborating with departments providing every type of personnel			
	3. Analyze aspects of contract	Reports summarizing lessons learned from previous contract management	Jan.-Mar. 2015	Procurement Dept. based on Contract management teams' reports			

	performance and non-performance.	experience. Reports disseminated at all levels involved. Periodic (bi-annual) summary reports disseminated to the middle management. Problems identification/ways of activity improvement every six months.					
	4. Outlining recommendations to better manage the technical, financial and administrative aspects of ANCPI contracts, their planning, and reporting to the relevant internal and external stakeholders and authorities	List of recommendations Proposed action on recommendations, person/team/dept. responsible for implementing recommendations and timetable for implementation of proposed actions.	Apr.-May 2015	Procurement Dept. based on Contract management teams' reports.			
6.4 Increase number of personnel in	1. Hiring staff in order to support	Key personnel for procurement procedures	Feb. – Mar. 2015	HR Dept.			

ANCPI's Procurement Department in view of procurement procedures to be launched. **Priority: H** **Timeframe: 1**	procurement department's increased activity	management hired and trained based on existing/updated job description. Key personnel needed for contract management and coordination between different involved departments hired and trained based on existing/updated job description.					

6.5 Procure consultancy services to support the activities related to public procurement. **Priority: H** **Timeframe: 1**	1. Contracting a consultancy services company[149] to provide support for: procurement process procedures, standard awarding documentation, checklists, communication and assessment templates	Procurement process planning. Roles and responsibilities for key experts. Terms of reference. Procurement process launched. Consultancy services company contracted.	Jan. 2015 (planning, ToRs) Mar. 2015 (procurement exercise launching) May 2015 (bids received) Jul. 2015 (contract signed)	ANCPI top management Procurement Dept. with support of WB expert	15,000[150]	30,000[151]	30,000

---

[149] This task could be provided by a Project Management company to be contracted by ANCPI in KAAP#1 to ensure continuous management support and expert resources.

[150] For 2 procurement experts for 30 days in 6 months (200 and 300 euros/day)

[151] For 2 procurement experts for 60 days in 12 months (200 and 300 euros/day)

Key Area Action Plan: Procurement B. *Expand OCPI's role in procurement processes*
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Objective:	To develop and maintain a strong and professional local network of staff as base of ANCPI's future needs and to support flow of procurement process and contract management activity following contract award based on the ANCPI need to decentralize part of procurement exercises to local level.
Results:	Improved procurement management processes at central level with periodic support of local staff High-performance in conducting procurement exercises at central and local level Revised procedures of the organization in order to uniform the rules at local and central level Increased capacity and knowledge of local staff in procurement in order to be activate at any ANCPI need during procurement exercises/contract management processes
Indicator:	Time to complete procurement process Contract performance KPIs Percentage of request for clarifications during procurement process Percentage of complaints during procurement process

Measures	Activities	Milestones	Dates	Responsible	Costs In Euros	(excluding ANCPI staff time)	
					2015	2016	2017
6.6 Incorporate staff from OCPIs in procurement procedures **Priority: H** **Timeframe: 1, 2**	1. Contract Procurement expert to design Training for OCPI staff [152]	Training curricula and modules drafted Case studies drafted	Apr. - May 2015	HR Dept./ Procurement Dept./ OCPIs Contractor Procurement expert	13,000[153]		
	2. Staff from OCPIs join bids evaluation committees	Specific working procedures to be followed by ANCPI in accordance with public procurement legislation drafted (how a bid is evaluated, steps, guidelines, key points to be followed during evaluation process) for each main type of services/products to be procured.	May – Jun. 2015 Continuously updated	Procurement Dept. OCPIs Procurement expert			

---

[152] See Draft Terms of reference in Institutional Action Plan report – Part Three
[153] Initial training: 2 sessions of a 5 day training for 21 persons; 4,000 euros/session = 8,000 euros
Follow-up training: 2 sessions of a 2 day training for 21 persons: 2,500 euros/session = 5,000 euros
Total: 13,000 euros

	3. Staff from OCPIs join contract management teams at local level	Specific working procedures for staff involved in contract management teams drafted (based on contract's type/scope/timeframe/KPIs) Local contract management team leader appointed	Jul. – Aug. 2015 Continuously updated	HR Dept./ Procurement Dept./ OCPIs		
	4. Solve problems related to incompatibility in OCPI teams – same person with multiple tasks (for example initiating and approving actions and activities)	Conflict of interest situations identified (monitoring, forms, policies) Code of conduct drafted (access to and use of confidential information)	Mar. - Apr. 2015 Continuously updated	Legal/HR Dept. OCPIs		

6.7 Provide Training for OCPI staff in public procurement. **Priority: H** **Timeframe: 1**	1. Elaborate training materials	Contract Procurement expert[154] to design Training curricula and modules completed Case studies approved 41 OCPI staff trained	Mar. 2015 (OCPI staff to be trained selected based on ANCPI needs) Apr. 2015 (organize training: where, who, accommodation, print inputs) May 2015 (training)	Procurement Dept./ OCPIs Contractor Procurement expert[155]	13,000[156]		
	2. Involve relevant staff from linked departments in a general training module	Training curricula and modules completed Case studies approved 41 OCPI staff trained	Mar. 2015 (OCPI staff to be trained selected based on ANCPI needs) Apr. 2015 (organize training:	Procurement Dept. /OCPIs Contractor Procurement expert			

---

[154] See Draft Terms of reference in Institutional Action Plan report – Part Three
[155] See Draft Terms of reference in Institutional Action Plan report – Part Three
[156] Initial training: 2 sessions of a 5 day training for 21 persons; 4,000 euros/session = 8,000 euros
 Follow-up training: 2 sessions of a 2 day training for 21 persons: 2,500 euros/session = 5,000 euros
Total: 13,000 euros

			where, who, accommodation, print inputs) May 2015 (training)				
6.8 ANCPI operational procurement procedures, to be adapted for OCPIs' use. **Priority: H** **Timeframe: 1**	1. Improve communication between procurement personnel from OCPIs and Procurement Department of ANCPI	ANCPI operational procedures adapted and used at OCPIs level	Mar. - Apr. 2015	Procurement Dept. OCPIs			

Key Area Action Plan: Procurement – C. *Improve contract management tools, communication and reporting*							
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							
Objective:	Streamline the procurement process within ANCPI and among local offices and ANCPI						
Results:	Improved communication in order to disseminate the problems and to share experiences from one OCPI to another Improved communication between OCPIs and ANCPI Improved dissemination of information between different project teams						
Indicators:	Time to complete procurement process Reporting capacity consolidated between ANCPI departments and between ANCPI and OCPIs Contract performance KPIs						
Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs In Euros**	**(excluding ANCPI staff time)**	
					2015	2016	2017
6.9 Create specific/strong contractual clauses in order to better implement and manage the contracts, better securing the rights of ANCPI under future contracts	1. Analyze the clauses of the existing contracts and providing ways of improvement based on lessons learned.	Contract templates for different types of contracts	March - May 2015 Continuously updated	Legal Dept. Economic Dept. Cadaster Dept. Land Book Dept. Procurement Dept.			
	2. Use of KPIs in contract implementation	Drafting lists of KPIs for different types of contracts	Mar. - May 2015 Continuously updated	Legal Dept. Economic Dept. Cadaster Dept. Land Book Dept. Procurement Dept.			

Priority: H **Timeframe: 1**	3. Analyze budget allocations versus prices emerging from procurement procedures versus budget spending	Report containing comparative figures and conclusions related to improved budget allocation for further procedures	Mar. - May 2015 Continuously updated	Economic Dept. Procurement Dept.			
6.10 **Use managemen t information systems/ER P** **Priority: H** **Timeframe: 1**	1. Improve the ERP system in order to be functional at ANCPI level, not just at Procurement Dept.	ERP functional	Linked to ERP system upgrade	ANCPI ERP working group	Include d in ERP system upgrade	Included in ERP system upgrade	Include d in ERP system upgrad e

Summary

The overall objective in this key area is to *strengthen the capacity of ANCPI and OCPIs to communicate the goals of, and mobilize citizen support for, the National Cadaster Program as well as the agency's regular operations*.

The proposed measures are organized in the following three components:

A. *Create a comprehensive national communication strategy*,
   7.1 Create a detailed national communication plan
   7.2 Create and implement media campaign
   7.3 Organize information activities for key stakeholders (meetings, workshops, conferences, advisory committee meetings etc.)
   7.4 Create and implement local communication plan

B. Improve communication and public relations capacity
   7.5 Train staff
   7.6 Undertake In-house communication and PR actions

C. Improve ANCPI's website and/or create a new one for the NPCLB
   7.7 Improve ANCPI's website and/or create a new one for the NPCLB

The estimated cost of implementing KAAP#7 is 26,000 euros[157] over the first two years, with external costs of 16,000 euros and internal costs of 10,000 euros (120 staff days) excluding the website update and the media campaign activities under consideration.

Key Area Action Plan: *Communication A. Create a comprehensive national communication strategy*
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Objective:	To promote the importance and benefits of the NPCLB and land registration for citizens and Romanian society; to explain the role of stakeholders and the responsibilities of the citizens, create positive image and gain support
Results:	Significant awareness by stakeholders and citizens about the importance and the benefits of the National Program and land registration
Indicator:	Increased percentage of persons in target UATs reporting knowledge of NPCLB /ANCPI derived from communication campaign

Measures	**Activities**	**Milestones**	**Dates**	**Responsible**	**Costs in (excluding Euros ANCPI staff time)**		
					2015	2016	2017
7.1 Create a detailed national communication plan[158] Priority: H Timeframe: 1	1. Create a comprehensive national communication plan. Drafting and establishing goals, targets, costs, indicators etc.	Communication plan approved by the Director General and the Board of Directors.	Feb. 2015	ANCPI Management Communication Department Communication expert[159]			
7.2 Create and implement media campaign (advertising	1. Write the documentation for creative services,	TOR documentation finalized together with the	Feb. 2015	Communication and Procurement Department			

---

[158] Based on the Draft Communication Strategy for the NPCLB provided to ANCPI Management
[159] See Draft Terms of reference in Institutional Action Plan report – Part Three

100

and promotional materials etc.) Priority: H Timeframe: 3	production and distribution of audio and video clips / purchase of advertising space services/ visual identity of the NPCLB, leaflets etc.	procurement expert. Documentation approved by the Director General.		Communication and Procurement experts[160]			
	2. Launch the bid	Not having problems with appeals	Mar. 2015	Communication and Procurement Department			
	3. Receive offers and finalize process	Contractor designated	Apr. 2015	Communication and Procurement Department			
	4. Create and produce of a video spot	Finalizing agreed spot/s	May 2015	ANCPI Management /Communication Department/Provider Communication expert	10,000 to 30,000		
	5. Create and produce an audio spot	Finalizing agreed spot/s	May 2015	ANCPI management /Communication Department/Provider Communication	1,000 to 3,000		

---

[160] See Draft Terms of reference in Institutional Action Plan report – Part Three

			expert			
6. Create and produce printed promotional materials	Materials finalized	May 2015	ANCPI Management Team / Communication Department / Provider Communication expert	4,500 to 6,000 per UAT	4,500 to 6,000 per UAT	4,500 to 6,000 per UAT
7. Acquire space on radio and TV stations with national coverage to broadcast created spots	Time space being used as agreed upon media plan	2015	ANCPI / Communication Department / Provider	15,000 to 40,000 per month[161]	15,000 to 40,000	15,000 to 40,000
8. Buy radio/TV space in specialized shows.	Time space being used as agreed upon media plan	Starting Jun. 2015	ANCPI / Communication Department / Provider	Min 500 radio/ 1.000 local tv/5,000 national television	Min 500 radio/ 1,000 local tv/5,000 national television	Min 500 radio/ 1,000 local tv/5,000 national television
9. Creation and production of web banners	Finalizing agreed banners	Jun. 2015	ANCPI / Provider Communication expert	500 per standard web banner		
10. Social media actions	Identifying adequate social media tools and	Starting Jun. 2015	ANCPI Management /Communication Department			

---

[161] Very hard to predict. Depends on the number of stations, prime-time, frequency etc. Also, if considered public utility campaign, the stations might broadcast the spot(s) for free, but not in prime-time.

		channels.		Communication Expert			
	11.Acquisition of space web banners	Space being used as agreed upon media plan	Jun. 2015	ANCPI /Provider	From 1,500[162] per month	From 1,500 per month	From 1,500 per month
	12. Evaluate impact and lessons learned.	Positive impact on consumers. Improvements in next year activities.	Starting Jun. 2015 – continuous activity	ANCPI Management /Communication Department / Provider Communication expert			
7.3 Organize information activities for Key stakeholders[163] (meetings, workshops, conferences, advisory committee meetings etc.) Priority: H Timeframe: 3	1. Drafting and establishing number of events, key stakeholders and costs	Events plan agreed.	Mar. 2015	ANCPI Management Team / Communication Department Communication expert[164]			
	2. Write TORs for demanded services	Documentation finalized together with the procurement expert. Documentation	Jan. 2015	ANCPI/ Communication and Procurement experts[3]			

---

[162] For 5 sites with average audience – 30,000 unique visitors/month
[163] To be coordinated with the measure 6 of KAAP#1
[164] Under current Real Estate RAS TA

		approved by the Director General.				
	3. Launch the bid		Feb. 2015	ANCPI		
	4. Receive offers and finalize process	Contractor designated	Apr. 2015	ANCPI		
	5. Organize the national conference and the press conference	Raise awareness on the National Program and real estate registration (200 participants)	2015	ANCPI Management Team/ Communication Department	26,000	
	6. Land Registration Advisory Committee[165]	Committee established	Quarterly basis in 2015 Starting 2016, 2 times a year	ANCPI Management Team/ Cadaster Department/ Land Book Departments/ Communication Department	1,000 to 1,500 per meeting [166]	1,000 to 1,500 per meeting	1,000 to 1,500 per meeting
	7. State Land Management Advisory Committee[167]	Committee established	Quarterly basis in 2015 Starting	ANCPI Management Team/ Cadaster Department/ Land Book Departments/	1000 to 1500 per meeting[3]	1000 to 1500 per meeting	1000 to 1500 per meeting

---

[165] See Measure 1.12 for more details
[166] Costs for 20 persons if outside of ANCPI office: 1/2 day, catering and conference room included.
[167] See Measure 1.12 for more details

			2016, 2 times a year	/Communication Department			
	8. The Advisory Committee on Geospatial – The INIS Council	Meetings scheduled	2 times a year	ANCPI Management Team/ GIS Department/ CNC/ Communication Department	1000 to 1500[168] per meeting	1000 to 1500 per meeting	1000 to 1500 per meeting
	9. Organize workshops for land surveyors	Clearly establish needs and participants.	When needed	Cadaster and Department / Communication Department/Provider	3,000 to 4,500[169]	3,000 to 4,500	3,000 to 4,500
	10. Participate in national and international events	Find the appropriate events organized by similar national and international organizations	When needed	ANCPI Management/ Communication Department			
7.4 Create and implement local communication plan Priority: H	1. Write TORs and documentation	Documentation finalized together with the procurement expert. Documentation	Jan. 2015	ANCPI Management / Communication Department Communication and Procurement			

---

[168] Costs for 20 persons if outside of ANCPI office: 1/2 day, catering and conference room included.

[169] Based on the following assumptions: 2 participants from each of the lots in the first bid and 2 days for each workshop (accommodation, meals and materials included)

Timeframe: 3		approved by the General Director.		experts[170]			
	2. Launch the bid		Feb. 2015	ANCPI/Communication Department/Procurement Department			
	3. Receive offers and finalize process	Contractor selected	Apr. 2015	ANCPI/Communication Department/Procurement Department			
	4. Implement the communication plan[171]	Correlate the activities of the provider who handles cadaster registering with specific communication activities	Jun. 2015 till the end of the program	ANCPI Management Team / Communication Department / Provider Communication expert	2,500-4.000 per UAT +2,000 to 4,000[172] per county	2,500-4.000 per UAT +2,000 to 4,000 per county	2,500-4.000 per UAT +2,000 to 4,000 per county
	5. Evaluate impact and lessons learned	Positive impact on consumers. Improve next year activities.	Starting Dec. 2015 – continuous activity	ANCPI Management Team / Communication Department / Provider Communication expert			

---

[170] Under current Real Estate RAS TA

[171] Estimated costs for the whole country: 1187 UAT (2500-4000) + 42 counties (2000-4000) + Bucharest (2000-4000) = 3 to 5 million euros

[172] For press conference and similar events.

Key Area Action Plan: Communication – B. *Improve Communication and Public Relations capacity*							
Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.							
Objective:	Improved ANCPI/CNC/OPCI communication and Public Relation (PR) capacity						
Results:	Improved agency communications outreach, better public understanding of ANCPI goals, active positive citizen response to NCP operations						
Indicator:	Number of employees trained in communication and PR						

Measures Priority, Timeframe	Activities	Milestones	Dates	Responsible	Costs in Euros	(excluding ANCPI staff time)	
					2015	2016	2017
7.5 Train internal staff[173] Priority: H Timeframe: 1	1. Contract training consultant[174]	Communication & PR training firm hired	Mar. 2015	ANCPI/Communication Department	5,000[175]		
	2. Prepare training materials	Agree with consultants on the main topics	Mar. 2015	ANCPI/Communication Department/Training firm			
	3. Train 50 staff from 47 OCPIs for minimum 3 days	50 persons responsible with communication &PR trained	Mar. 2015	Communication Department/Training firm	17,000		
	4. Mentorship (8 months)	50 number of staff mentored	Apr – Dec 2015	Communication Department/Consultants	8,000		

---

[173] Specific training identified in this KAAP will be considered in the overall Training need assessment in HR KAAP#2.
[174] See Draft Terms of reference in Institutional Action Plan report – Part Three
[175] Training to be developed for 50 employees: in 41 counties, 6 districts of Bucharest, 2 persons from ANCPI and 1 from CNC.

7.6 Undertake In-house communication and PR actions Priority: M Timeframe: 3	1. Promote activities through press conferences and press release.	Accurate messages and positive feedback	Since the start of the National Program	ANCPI Management Team/Communication Department/OCPIs			
	2. Participate in interviews and news broadcasts, radio and TV shows	Getting positive feedback	Since the start of the National Program	ANCPI Management Team/Communication Department/OCPIs			
	3. Create partnerships	Getting support in the implementation of the program	Since the start of the National Program	ANCPI/OCPIs			
	4. Manage media campaigns	Involving partners in supporting the media campaign	Since the start of the National Program	ANCPI Management Team/Communication Department/OCPIs			
	5. Organize specific events	Events successfully conducted	Since the start of the National Program	ANCPI Management Team/Communication Department/OCPIs			
	6. Continuously update websites		Since the start of the National Program	ANCPI Management Team/Communication Department/OCPIs			
	7. Manage newsletters and e-mailing	Keeping the public monthly updated	Since the start of the National Program	ANCPI Management Team/Communication Department/OCPIs			
	8. Evaluate impact and lessons learned		Continuous activity	ANCPI Management Team/Communication			

				Department//OCPIs			

Key Area Action Plan: *Communication C. Improve ANCPI website and/or create a new one for the National Cadaster Program*

Priorities: H: high; M: medium; L: low – Timeframe: 1: Imm.: 4-6 m.; 2: Medium: 18 m.; 3: Long: 18+ m.

Objective:	Offer up-to-date, comprehensive and on-time information in user friendly fashion to stakeholders and citizens
Results:	Redesigned website(s) aligned with the new context and the NPCLB
Indicator:	Increase the number of persons accessing the website

Measures	Activities	Milestones	Dates	Responsible	Costs Euros	Exclud-ing ANCPI staff time	
					2015	2016	2017
7.7 Improve ANCPI website and/or create a new one for the National Cadastre Program Priority: M Timeframe: 3	1. Create ANCPI Website Working Group (WWG)	Project approved	Feb. 2015	Communication Department/IT Department			
	2. Issue Invitation to Tender to contract a provider[176]	Tender signed off	Mar. 2015	ANCPI Website WWG/Communication Department/procurement Department Communication Expert			
	3. Evaluate tenders and select a provider	Provider designated Contract signed off	Apr. 2015	ANCPI WWG /Communication Department/procurement Department			
	4. Design the website	Finishing the graphics and	Jun. 2015	ANCPI WWG Provider	10,000 to		

---

[176] See Draft Terms of reference in Institutional Action Plan report – Part Three

					35,000		
5. Implement data basis (if necessary) and web site	Faster and easier access	Jul. 2015	ANCPI WWG Provider				
6. Update info	Updated database	Start Jul. 2015	ANCPI WWG				
7. Evaluate impact	Evaluation Report	Continuous activity	ANCPI WWG Provider				